

Notice of Meeting and Agenda Council

Date	Time	Venue
Thursday, 28 September 2017	09:30	Council Chambers (Renfrewshire), Council Headquarters, Renfrewshire House, Cotton Street, Paisley, PA1 1AN

KENNETH GRAHAM
Head of Corporate Governance

Membership

Councillor Jennifer Marion Adam-McGregor: Councillor Tom Begg: Councillor Derek Bibby: Councillor Bill Binks: Councillor Bill Brown: Councillor Stephen Burns: Councillor Jacqueline Cameron: Councillor Michelle Campbell: Councillor Carolann Davidson: Councillor Eddie Devine: Councillor Andy Doig: Councillor Audrey Doig: Councillor Natalie Don: Councillor Alison Jean Dowling: Councillor Edward Grady: Councillor Neill Graham: Councillor Jim Harte: Councillor John Hood: Councillor Lisa-Marie Hughes: Councillor Karen Kennedy: Councillor Scott Kerr: Councillor Paul Mack: Councillor Alistair Mackay: Councillor James MacLaren: Councillor Kenny MacLaren: Councillor Mags MacLaren: Councillor Eileen McCartin: Councillor Colin McCulloch: Councillor Marie McGurk: Councillor John McIntyre: Councillor John McNaughtan: Councillor Kevin Montgomery: Councillor Will Mylet: Councillor Emma Rodden: Councillor Jim Sharkey: Councillor John Shaw: Councillor James Sheridan: Councillor Andy Steel: Councillor Jane Strang:

Provost Lorraine Cameron (Convener): Councillor Cathy McEwan (Depute Convener): Councillor Iain Nicolson (Leader): Councillor Jim Paterson (Depute Leader)

Further Information

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Items of business

Apologies

Apologies from members.

Declarations of Interest

Members are asked to declare an interest in any item(s) on the agenda and to provide a brief explanation of the nature of the interest.

1 Minutes of Council, Boards and Panels

Minutes attached separately:

Council, 29 June 2017, pages 209-224

Placing Requests and Exclusions Appeals Panel, 30 June 2017, pages 225-226

Paisley North Local Area Committee, 17 August 2017, pages 227-230

Cross Party Sounding Board, 22 August 2017, pages 231-234

Renfrew and Gallowhill Local Area Committee, 22 August 2017, pages 235-238

Regulatory Functions Board, 23 August 2017, pages 239-246

Education and Children Services Policy Board, 24 August 2017, pages 247-250

Johnstone and the Villages Local Area Committee, 24 August 2017, pages 251-254

Audit, Risk and Scrutiny Board, 28 August 2017, pages 255-262

Communities, Housing and Planning Policy Board, 29 August 2017, pages 263-276

Paisley South Local Area Committee, 29 August 2017, pages 277-280

Infrastructure, Land and Environment Policy Board, 30 August 2017, pages 281-292

Finance, Resources and Customer Services Policy Board, 30 August 2017, pages 293-314

Petitions Board, 30 August 2017, pages 315-320

Council, 30 August 2017, pages 321-324

Houston, Crosslee, Linwood, Riverside and Erskine Local Area Committee, 30 August 2017, pages 325-328

Regulatory Functions Board, 7 September 2017, pages 329-336

Leadership Board, 19 September 2017, pages 337-344

Regulatory Functions Board, 20 September 2017 (to follow)

Audit, Risk and Scrutiny Board, 26 September 2017 (to follow)

2 Report on Audit of Accounts 2016/17

11 - 14

Report by Director of Finance and Resources (Accounts attached separately)

3 Best Value Assurance Report - Renfrewshire Council

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Report by Chief Executive

4	Paisley's Bid for UK City of Culture 2021	
4(a)	Investment in 2021 Venues and Town Centre Infrastructure	79 - 88
	Joint Report by Chief Executive and Director of Finance and Resources	
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	Report by Director of Finance and Resources	
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11	Notice of Motion 1	
	Notice of Motion by Councillors Sharkey and Brown in the following terms:	
	"1820 Radicals' War	
	Council agrees to host events to commemorate the bi-centennial of the 1820 Radicals' War and to liaise with the 1820 Society to maximise their involvement in the commemoration."	
12	Notice of Motion 2	
	Notice of Motion by Councillors Kennedy and Dowling in the following terms:	
	"Tackling Period Poverty	
	Council notes that female hygiene products are a necessity, not a choice.	

Council commends the recent North Ayrshire Council initiative to provide free sanitary products in all of their Secondary schools in a bid to stamp out period poverty. Council further notes the campaign led by Monica Lennon, MSP to introduce a Members Bill which aims to change the law in Scotland, by putting a duty on Scottish Ministers to introduce a system of free universal access to sanitary products, and a duty on schools, colleges and universities to provide free sanitary products in their toilets.

Council accepts the need to help women and school girls who cannot currently access or afford sanitary products and will therefore take necessary action to provide free sanitary products in all Renfrewshire Primary and Secondary schools, as a first practical step to make period poverty and stigma a thing of the past."

13 Notice of Motion 3

Notice of Motion by Councillors Harte and McCulloch in the following terms:

"Scottish Local Government Debt Amnesty

This council notes that work done by Unite Scotland, following information obtained through Freedom of Information requests, suggests that Scottish local government, since Scottish devolution, has paid a minimum of £3.3 billion to HM Treasury in interest payments on pre-devolution debt liabilities.

This council also notes that a further £2.5 billion of pre-devolution debts are owed by Scottish local government to HM Treasury's Public Works Loans Board (PWLB) at high interest rates of around 8%, at a time when interest on post-devolution debts are around 4%. For Renfrewshire, the total PWLB borrowing taken out before devolution on 1 July 1999 which is still outstanding is £107,909,451 - the average rate on this debt is 5.783%.

This council believes that the requirement for councils in Scotland, post devolution, to pay such large debts to HM Treasury at high interest rates, is unfair and recognises that the writing off of such debts would significantly reduce pressure on council budgets, potentially saving services and thousands of jobs.

This council therefore resolves to press HM Treasury to write off pre-devolution debts owed by councils in Scotland and to seek the support of the Scottish Government for this debt amnesty."

14 Notice of Motion 4

Notice of Motion by Councillors Harte and Dowling in the following terms:

"Renfrewshire Council notes the recommendations of the Barclay Review of Non-Domestic Rates.

This council further urges the Scottish Government to reject Recommendation 24 of the review, that charity relief should be

reformed/restricted for a small number of recipients, as it relates to ALEOs.

Council notes that the cost of implementing this recommendation would have a detrimental effect on the Council's finances, estimated to be £1.6m."

15 Notice of Motion 5

Notice of Motion by Councillors Harte and Devine in the following terms:

"Renfrewshire Council notes with concern, the lack of transparency and democratic accountability when procuring contracts through West Hub Scotland or any other HubCos.

The lack of democratic control over procurement, community benefits, our construction charter, paying the living wage and blacklisting means that elected members cannot exercise their duty of scrutiny for the lifetime of a project.

Council therefore instructs officers to bring back regular update reports to the Finance, Resources and Customer Services Policy Board, and, to produce a report for Council on the advantages and disadvantages of using HubCos and comparisons made with our own procurement process."

16 Notice of Motion 6

Notice of Motion by Councillors Davidson and Hood in the following terms:

"Council notes the success of the web casting of full meetings of Renfrewshire Council

In the interests of further transparency and public engagement Council agrees to introduce web casting of the following Boards and Committees:-

Infrastructure Land and Environmental Policy Board
Finance and Resources & Customer Service Policy Board
Communities Housing and Planning Policy Board
Education and Children's Services Policy Board
Leadership Board
Petitions Board
Integrated Joint Board Health and Social Care
Audit Scrutiny and Risk"

17 Notice of Motion 7

Notice of Motion by Councillors Mack and Andy Doig in the following terms:

"Review the Standards Commission for Scotland

Renfrewshire Council records that it places the highest value on integrity in public life concerning the behaviour of both its elected members, and

employees, but notes that across all thirty two Scottish local authorities the Standards Commission for Scotland is losing its core vision and is mired in trivia to the point of losing its credibility.

Council notes that much of this trivia currently considered actionable by the Standards Commission for Scotland is an attack on the principle of satire, which in other jurisdictions such as in the USA is classified as protected speech under the First Amendment of the US constitution.

Council highlights in particular that legal protection against libel, slander, and hate crime, exists in Scots law, and therefore calls on the Scottish Government to review the operation and remit of the Standards Commission for Scotland."

18 Notice of Motion 8

Notice of Motion by Councillors Mack and Andy Doig in the following terms:

"Urgent Repairs to the Fabric of St Charles Primary School

St Charles Primary School, Rowan Street, Paisley, requires urgent repairs to the fabric of the building, but more importantly it's surrounding environs haven't seen a scintilla of garden maintenance since it's opening in 1968 - please remedy this inexcusable dereliction of duty forthwith."

19 Notice of Motion 9

Notice of Motion by Councillors Mack and Andy Doig in the following terms:

"Sprinkler Systems Within High Rise Flats

Sprinkler Systems must be installed with immediate effect in all high rise flats within Renfrewshire Council."

20 Notice of Motion 10

Notice of Motion by Councillors Devine and Sharkey in the following terms:

"Council calls on the Scottish Government to change the Licensing (Scotland) Act 2005 to give Licensing Boards the power to make conditions with regard to the treatment of a licensed premise's staff so that they are safely transported home during the hours of darkness and early morning."

21 Notice of Motion 11

Notice of Motion by Councillors J MacLaren and Begg in the following terms:

"Scottish Planning Policy states "The system should be genuinely planned, with succinct development plans setting out ambitious, long-term visions for their area. They must be kept up to date, and provide a

practical framework within which decisions on planning applications can be made with a degree of certainty and efficiency."

Council agrees that changes to the planning system has generated a culture of persistent and coordinated attempts by developers to ignore the Local Development Plan and to cherry pick prime green belt land which runs counter to the will of local democracy. This has the potential to erode confidence and belief in the Local plan as a means to manage development in a consistent and open way.

Council notes that the Scottish Government is to produce a white paper on planning following the independent review of planning. Council therefore agrees to write to the Cabinet Secretary and call on her to return power back to local Council's to determine individual sites that they consider suitable for release or not and that appeals should be heard by local review bodies not unelected Scottish Government officers."

22 Notice of Motion 12

Notice of Motion by Councillors J MacLaren and Binks in the following terms:

"Warning sound devices are deemed necessary by some government regulators because vehicles operating in all-electric mode produce less noise than traditional combustion engine vehicles and can make it more difficult for pedestrians, the blind, cyclists, and others, to be aware of their presence.

This council calls on the Secretary of State for Transport and the Scottish Government Minister for Transport and the Islands to introduce legislation that requires all electric and hybrid vehicles to be fitted with an Acoustic Vehicle Alerting System as approved by the European Parliament."

23 Notice of Motion 13

Notice of Motion by Councillors Paterson and Steel in the following terms:

"Council Motion - Citizen's Basic Income

Council welcomes the Scottish Government pledge to fund research into the feasibility of a Citizen's Basic Income Scheme and agrees to take necessary steps to access funding provided to help develop and establish suitable testing within Renfrewshire."

24 Notice of Motion 14

Notice of Motion by Councillors McGurk and McNaughtan in the following terms:

"High Hedge Notice Fee

Each Local Authority is required to set a fee for dealing with a High Hedge application. There is no upper limit on the fees to be charged but

the fees should represent the reasonable costs the Local Authority incurs in processing the application. Council agrees to reduce the fee from its present level to £200 and maintains the concessionary rate at 25%. this will bring our fees in line with other local authorities regarding charging a reasonable fee and reducing the barriers for individuals who seek redress for an issue that is affordable."

25 Notice of Motion 15

Notice of Motion by Councillors McGurk and McNaughtan in the following terms:

"Council calls upon the relevant council officers to bring forward a review of the Scheme of Delegations to the December meeting of the Council. The review is to consider amending the Scheme with regard to the Planning function and delegation and specifically but not exclusively the following:

Applications to be considered by the full board.

Any application subject of objection by a Community Council where those objections are relevant material considerations.

Any application which raises significant objections

Any application which if approved would be contrary to the development plan

The report to full Council should also consider the following change in process and it's implications.

The weekly planning list shall contain a schedule with the Planning Officer's recommendation on an application. At the end of a seven day period the recommendation will become the decision of the Planning Authority unless the Head of Housing and Development receives from a Councillor a written objection to the recommendation outlining relevant planning reasons and requesting that the application is referred to the Communities, Housing and Planning Policy Board for determination. Such requests must reach the Head of Housing and Development before the deadline shown in the weekly planning list/schedule."

26 Notice of Motion 16

Notice of Motion by Councillors McNaughtan and Rodden in the following terms:

"Electric Taxis & Private Hire Cars

Council notes that the current policy on vehicle licensing conditions precludes the use of electric vehicles as private hire cars as these vehicles would not meet the requirement for engines of 1600cc minimum size.

Council agrees to instruct officers to bring forward a comprehensive review of taxi and private hire car licensing conditions to the Regulatory Functions Board reflecting developments in electric vehicle technology; and

Council agrees, as an interim measure to encourage the licensing of electric and hybrid private hire cars, to remove the requirement for 1600cc engine size for private hire cars with immediate effect."

27 Notice of Motion 17

Notice of Motion by Councillors Don and McEwan in the following terms:

"Council welcomes Scottish Government Announcement to Provide Free Sanitary Products in Educational Establishments

Renfrewshire Council welcomes the announcement by the Scottish Government that will see the provision of free sanitary products in schools, colleges and universities.

Council recognises that female hygiene products are a necessity, not a choice and notes that many young women may be unable to buy vital feminine hygiene products due to the cost. Council notes that whilst free products are currently available in high schools and food banks, this announcement may help to stop the shame and embarrassment caused by having to request these.

Council recognises that this is a huge step forward in eradicating period poverty."



To: Council

On: 28 September 2017

Report by: Director of Finance & Resources

Heading: Audited Annual Accounts 2016/17

1. Summary

- 1.1 The 2016/17 unaudited Annual Accounts were submitted to Council for approval on 29 June 2017 and then submitted for audit to Audit Scotland.
- 1.2 The audit process is now complete and the Assistant Director of Audit (Local Government) has provided an audit opinion which is free from qualification.
- 1.3 Under the Local Authority Accounts (Scotland) Regulations 2014, the Council must meet to consider the Annual Accounts and aim to approve those accounts for signature no later than 30th September. In order to comply with these requirements the 2016/17 Annual Accounts are now attached for approval.
- 1.4 The Assistant Director of Audit (Local Government) has also provided an annual audit report to Members and the Controller of Audit which was considered by the Audit, Risk and Scrutiny Board on 26 September 2017. This report is attached for Members information.
- 1.5 The accounts for the charities controlled by the Council have also been audited by Audit Scotland and they have provided separate audit opinions on the accounts of these charities (including the three Common Good Funds and the four charitable trust funds) in accordance with the charities regulations and best practice promoted by the Office

of the Scottish Charities Regulator (OSCR). These accounts are also attached for Council approval.

2. **Recommendations**

Council is asked to:-

- 2.1 Approve the Annual Accounts for 2016/17 for signature in accordance with the Local Authority Accounts (Scotland) Regulations 2014;
- 2.2 Approve the 2016/17 accounts of the Renfrew, Paisley and Johnstone Common Good Funds and Renfrewshire Council Trust Funds, and thereafter delegate authority to the Director of Finance & Resources to submit these accounts to OSCR in accordance with the relevant regulations;
- 2.3 Note the annual audit report to Members.

Implications of the Report

- 1. **Financial** - The 2016/17 Annual Accounts have been certified as providing a true and fair view of the financial position of the Council as at 31 March 2017.
- 2. **HR & Organisational Development** – *n/a*
- 3. **Community Planning** –
 - Children and Young People** – *n/a*
 - Community Care, Health & Well-being** – *n/a*
 - Empowering our Communities** – *n/a*
 - Greener** – *n/a*
 - Jobs and the Economy** – *n/a*

Safer and Stronger – *n/a*

4. **Legal** - An audit opinion free from qualification demonstrates the Council's compliance with the statutory accounting requirements set out in the Local Government (Scotland) Act 1973 and the Local Government in Scotland Act 2003.

5. **Property/Assets** – *n/a*

6. **Information Technology** – *n/a*

7. **Equality & Human Rights**

- (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. **Health & Safety** -*n/a*

9. **Procurement** – *n/a*

10. **Risk** – *n/a*

11. **Privacy Impact** – *n/a*

12. **Cosla Policy Position** – *n/a*

Author: *Alastair MacArthur, Ext 7363*



To: Council

On: 28th September 2017

Report by: Chief Executive

Heading: Best Value Assurance Report – Renfrewshire Council

1. Summary

- 1.1 On 31st August, the Accounts Commission published the Best Value Assurance Report for Renfrewshire Council. The Local Government in Scotland Act 2003 and supporting Statutory Ministerial Guidance sets out the statutory duties and characteristics of a Council that is demonstrating Best Value. Audit Scotland are appointed to assess if Local Authorities are meeting this duty through their audit work on behalf of the Accounts Commission.
- 1.2 Audit Scotland revised the methodology used for auditing best value in 2015, and Renfrewshire Council is the second local authority to have participated in the new Best Value Assurance Report process. This paper provides an overview of the Accounts Commission's key findings on the Council's compliance with the Best Value duty, as well as the scope and process of the audit. Appendix 1 is the Best Value Assurance Report (BVAR) on Renfrewshire Council which was considered by the Accounts Commission at its meeting on 10 August 2017.
- 1.3 The report provides an assessment of the Council and its performance over the last 11 years, since its last audit in 2006. Overall the report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. The report confirms Audit Scotland's view that the Council has a clear and ambitious vision for the area which is shared with partners, is working well with partners to address the challenges facing the organisation and the Renfrewshire area, and effectively manages the Council's finances. In publishing the report, the Accounts

Commission notes that “Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services”.

- 1.4 In the report, Audit Scotland also provides direction on the key areas which the Council should focus its improvement activities on going forward. The report specifically includes 7 recommendations relating to areas such as cross party working, community engagement, partnership working, workforce planning and governance arrangements. An action plan which sets out the Council’s proposed actions to progress these recommendations is attached as Appendix 2 to this report.
- 1.5 These actions will be embedded within the Council Plan and Community Plan and driven at a service level through Service Improvement Plans. An update on progress against the action plan, and on any ongoing best value audit activity relating to the Council, will be reported to the Leadership Board on an annual basis.

2. Recommendations

- 2.1 It is recommended that members:
- note the contents of this report and the Council’s Best Value Assurance report attached as Appendix 1;
 - approve the action plan provided in appendix 2; and
 - agree that progress in terms of implementing the action plan will be reported to the Leadership Board on an annual basis, along with an update on ongoing best value audit activity.

3. Background

- 3.1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Renfrewshire Council has not been subject to a formal best value audit since 2006, as it has regularly been assessed as having strong performance and a well embedded approach to self-evaluation and continuous improvement.
- 3.2 Audit Scotland reviewed the methodology used to audit best value in 2015, and introduced a new approach based on a 5 year programme of engagement and audit, intended to provide greater reassurance to citizens on the extent to which **all** local authorities are achieving best value. Each Council will be the subject of a Best Value Assurance report during the 5 year period, with Renfrewshire Council being one of 6 to have a report published during Year 1 of the programme. The other authorities included in Year 1 are: Inverclyde, East Renfrewshire, Clackmannanshire, Orkney and West Lothian.

- 3.3 The implementation of the new approach coincides with the 5 year local audit appointments to Councils, with Audit Scotland appointed to fulfil this role for Renfrewshire Council. A fundamental element of the new process, is that the local audit team has a dual role, implementing the local audit plan and leading on local best value audit activity.

4. Best Value Audit activity in Renfrewshire

- 4.1 Through their audit activity, Audit Scotland are looking for Councils to demonstrate Best Value by showing continuous improvement in how they deliver priorities. The audit approach used is proportionate and risk-based, reflecting the context, risks and performance of an individual council. It also draws on intelligence from previous audit and scrutiny work.

- 4.2 The key areas selected for initial review in Year 1 in Renfrewshire were:

- Council's vision
- The process and results of self-evaluation
- Financial management
- Financial and service planning
- Plans for achieving transformation, including the following:
 - City Deals
 - Shared service development
 - Digitalisation of services
 - Difficult decisions and non-protected services
- Community engagement
- ALEO governance arrangements
- Workforce planning
- Overall assessment of outcomes/ performance and the reporting of these

- 4.3 Audit Scotland undertook a programme of fieldwork linked to these areas of audit, over the period from November 2017 to April 2017. In addition to desktop work and intelligence gathering, key elements of the fieldwork included meetings with:

- Elected members
- Partner organisations such as Engage Renfrewshire
- The Chief Executive and wider Corporate Management Team
- Trade Union Representatives
- Senior Managers across the Council
- Groups of staff through focus group arrangements.

5. Key findings

5.1 The overall report is positive, providing independent assurance to local residents and businesses on the extent to which the Council is achieving best value. In publishing the report, the Accounts Commission notes that “Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services”. The report by Audit Scotland recognises:

- the clear and ambitious vision for Renfrewshire which the Council shares with partners;
- the strength of partnership working in Renfrewshire;
- that the organisation has effective financial management processes in place; and
- that the Council has “ a good record of delivering services differently”.

5.2 A summary of the key messages are highlighted below:

- The council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. It recognises that this vision can only be achieved over a long period of time. The council's partners share this vision and the Council Plan, management structures and performance management arrangements are well aligned with it.
- Since the 2006 Best Value report, Renfrewshire Council has maintained a steady pace of change, supported by effective leadership that has allowed it to improve the way it plans, manages and delivers its business. It has made these improvements while dealing with financial constraints and challenging socio-economic issues such as high levels of economic deprivation, low population growth and an increasing elderly population.
- The council has continued to make progress since the 2006 Best Value report to improve governance arrangements, although there have been difficult working relationships between the main political parties and limited cross party working. Councillors have not made the most of the training and development opportunities available to them.
- In the past, the operation and performance of the Audit, Scrutiny and Petitions Board has been weak and has put at risk the overall effectiveness of scrutiny within the council. Following the 2017 local elections, the council has reviewed and revised the remits of its committees and established the Audit, Risk and Scrutiny Board.
- Since 2006, the council has steadily improved how its services perform. Renfrewshire's overall performance is improving and is comparable to similar councils within its family group. The council has implemented initiatives which have been delivered with partners and are focused on making a difference at a local level.

- The council has effective financial management and a sound medium-term financial strategy. It has built up its reserves over a number of years which are earmarked for specific purposes and aligned to the council's strategic objectives. The level of reserves is significant for the size of council. Like many councils, Renfrewshire faces a significant funding gap in the medium term.
- The council and its partners are good at working with, and involving, communities and will need to continue to work together on joint priorities and to strengthen partnership working. Given the likely funding gaps in future budgets, the council will need to work with people who use council services to inform decisions about how those services will be delivered. This will provide a positive base for them to go further and fully implement the provisions of the Community Empowerment Act.
- The council has a good record of delivering services differently. It works well with partners and has developed a number of new approaches to how it delivers services. To meet future challenges, it needs to agree a medium and long term workforce strategy and implement its organisational development strategy. This will be critical to managing how future services are delivered.

5.3 Audit Scotland also highlight several areas of best practice within their report:- including the Tackling Poverty Programme, Community Safety Partnership Hub and the All Children's Survey undertaken by Children's Services in 2016 which has provided us with data on the views of over 10,000 children and young people in Renfrewshire.

5.4 In the report, Audit Scotland provide useful direction and recommendations as to areas where the Council should focus its improvement activities. The Best Value Assurance report includes 7 specific recommendations:

- Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in future.
- Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.
- The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.
- The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.
- The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should

prioritise how services need to be provided in future to meet these savings.

- Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.
- The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented.

5.5 Since the completion of the fieldwork a number of improvement actions have been implemented which relate to the 7 recommendations made in the Best Value report; a number of which were in train prior to the commencement of the Best Value Audit process. Specifically:

- A Cross Party Sounding Board was established following the formation of the new administration in May 2017. The remit of the Board is to act as a sounding board and discussion forum with no decision-making powers; to provide an opportunity to discuss matters of common interest or of Council-wide relevance; and to provide for cross-party discussion on non-partisan/non-political issues. The first meeting was held on 22 August, with key agenda items being the development of the new Council Plan and Community Plan. Cross party support has also been agreed for Paisley's bid for UK City of Culture 2021.
- An extensive training and induction programme was provided during May and June 2017 for all Councillors. There were good attendance levels at the sessions provided, and an ongoing programme of training opportunities is available to elected members.
- The Council workforce plan was approved by the Finance, Resources and Customer Services Board on the 30th of August 2017. Progress of the Council wide workforce plan will be continually reviewed, and reported regularly to the Council's Corporate Management Team and to the Finance, Resources and Customer Services Policy Board.
- The first meeting of the Renfrewshire Community Planning Executive Group in July 2017 discussed partner priorities and budgets for 2017/18 and beyond. This information informs the new Renfrewshire Community Plan (Local Outcome Improvement Plan) being developed by 1 October 2017. A Brexit working group has been formed locally comprised of community planning and business partners to consider the potential challenges and opportunities for the Renfrewshire area.
- Since 2011/12, the Council has managed a total of £117 million of savings and otherwise avoidable cost pressures. The Better Council Change Programme has been an important element of the Council's approach to transformation and supporting longer term financial sustainability.

6. Findings of the Accounts Commission

6.1 The Accounts Commission considered Audit Scotland's report on 10 August 2017, and agreed to make findings on the Controller of Audit's report on Best Value audit work undertaken in Renfrewshire Council. The findings of the Accounts Commission are included on page 5 of the Audit Scotland report:

- The Commission accepts the Controller of Audit's report on the audit of Best Value in Renfrewshire Council. We endorse the recommendations set out by the Controller of Audit in his report and expect the Council to act upon them.
- We commend the Council on its progress since our previous Best Value audit. We are encouraged by evidence of improving service performance and the Council's work with its partners in addressing long term socio-economic challenges faced by Renfrewshire communities.
- The Council has effective financial plans and a record of sound financial management. To address the funding gap challenges that lie ahead these will need to be complemented by a clear workforce strategy, and we emphasise the Controller of Audit's recommendation in this regard.
- We note that the Council is reviewing how it engages with its citizens and communities. The Community Empowerment Act places significant expectations on public bodies in this regard, and we encourage the council to build on its experience in consulting with its residents and communities as it takes forward the task of redesigning its services for the future.
- We note with concern the comments in the Controller's report regarding the governance arrangements for Renfrewshire Leisure Limited. We urge the Council to look at ways of providing greater transparency and clarity of responsibilities in its relationship with a significant provider of public services.
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- In addition, we expect members to make full use of the training and development opportunities made available to them given the challenges that the Council faces.
- We encourage the Council to continue its positive direction. In line with our new approach to auditing Best Value, the Controller of Audit will monitor progress through the annual audit and update the Commission accordingly.

7. Next steps

- 7.1 As detailed in section 5.4, Audit Scotland's Best Value Assurance report contains 7 recommendations which the Council requires to take forward and evidence improvement against. Appendix 2 to this report sets out an action plan which details the key actions that the organisation will progress against each of the recommendations.

- 7.2 Key improvements actions have been embedded within the Council Plan and Community Plan, and will be taken forward at an operational level through Service Improvement Plans. Regular updates on the improvement plan actions will be reported to the Leadership Board on an annual basis, along with an update on best value audit activity undertaken over the course of the period.

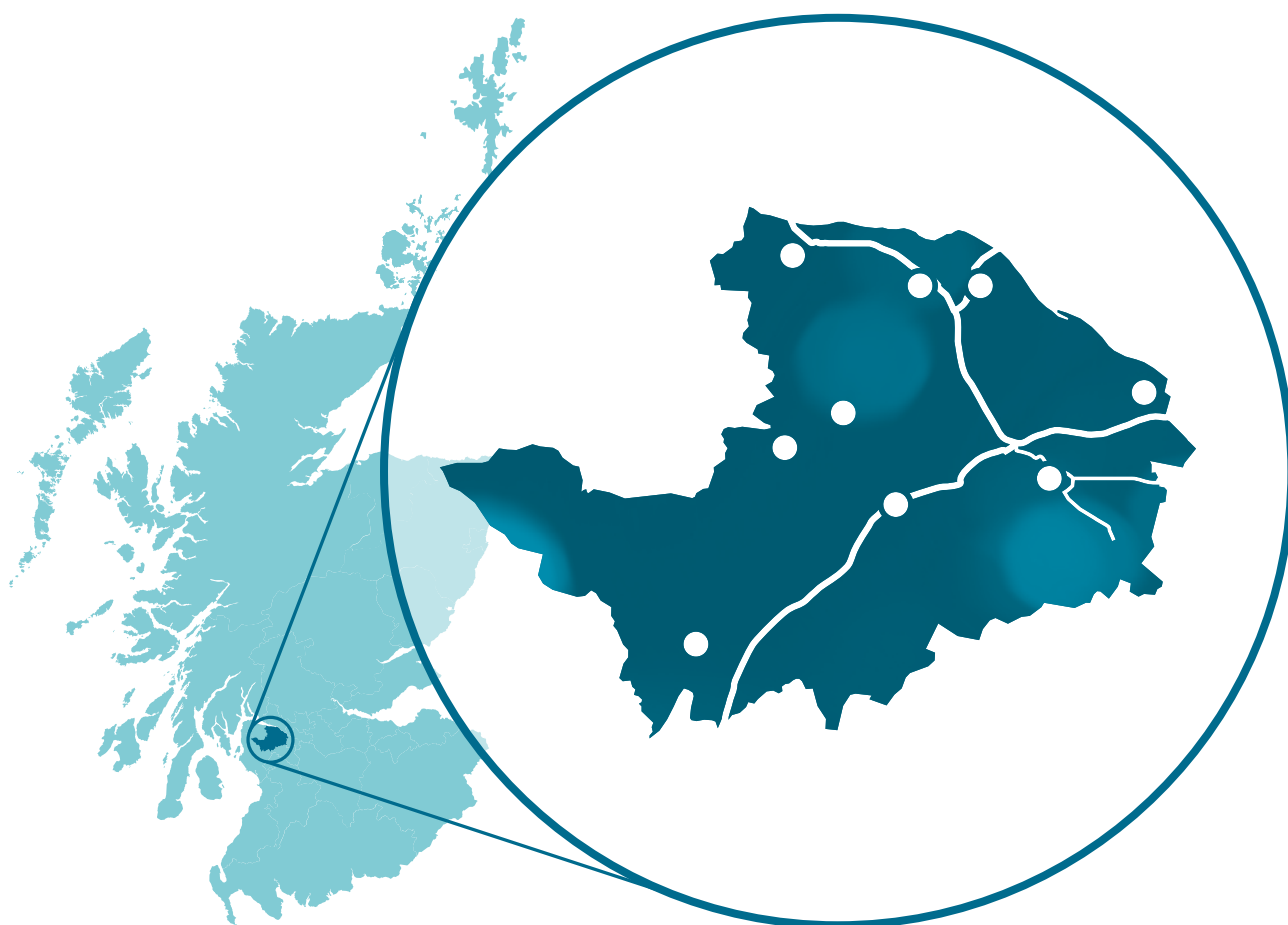
Implications of the Report

1. **Financial** – the BVAR sets out how effectively the Council is using its resources and financial planning arrangements.
 2. **HR & Organisational Development** – the BVAR sets out the Council's arrangements for Organisational Development and Workforce planning.
 3. **Community Planning** – Section 4 of the BVAR assesses how well the Council works with its partners.
 4. **Legal** - none.
 5. **Property/Assets** – none.
 6. **Information Technology** – The BVAR provides examples of how well the Council is using new technology.
 7. **Equality & Human Rights** – none.
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
 8. **Health & Safety** – none.
 9. **Procurement** – none.
 10. **Risk** - Shared Risk Assessment is a proportionate and risk-based approach to assessing Scottish Councils.
 11. **Privacy Impact** – none.
 12. **COSLA** - Welcomed the risk based and proportionate approach to audits.
-

Author *Laura McIntyre, Strategic Planning & Policy Development Manager, 0141 618 6807*

Best Value Assurance Report

Renfrewshire Council



ACCOUNTS COMMISSION 

Prepared by Audit Scotland
August 2017


The Accounts Commission

The Accounts Commission is the public spending watchdog for local government. We hold councils in Scotland to account and help them improve. We operate impartially and independently of councils and of the Scottish Government, and we meet and report in public.

We expect councils to achieve the highest standards of governance and financial stewardship, and value for money in how they use their resources and provide their services.

Our work includes:

- securing and acting upon the external audit of Scotland's councils and various joint boards and committees
- assessing the performance of councils in relation to Best Value and community planning
- carrying out national performance audits to help councils improve their services
- requiring councils to publish information to help the public assess their performance.

You can find out more about the work of the Accounts Commission on our website: www.audit-scotland.gov.uk/about-us/accounts-commission 

Audit Scotland is a statutory body set up in April 2000 under the Public Finance and Accountability (Scotland) Act 2000. We help the Auditor General for Scotland and the Accounts Commission check that organisations spending public money use it properly, efficiently and effectively.

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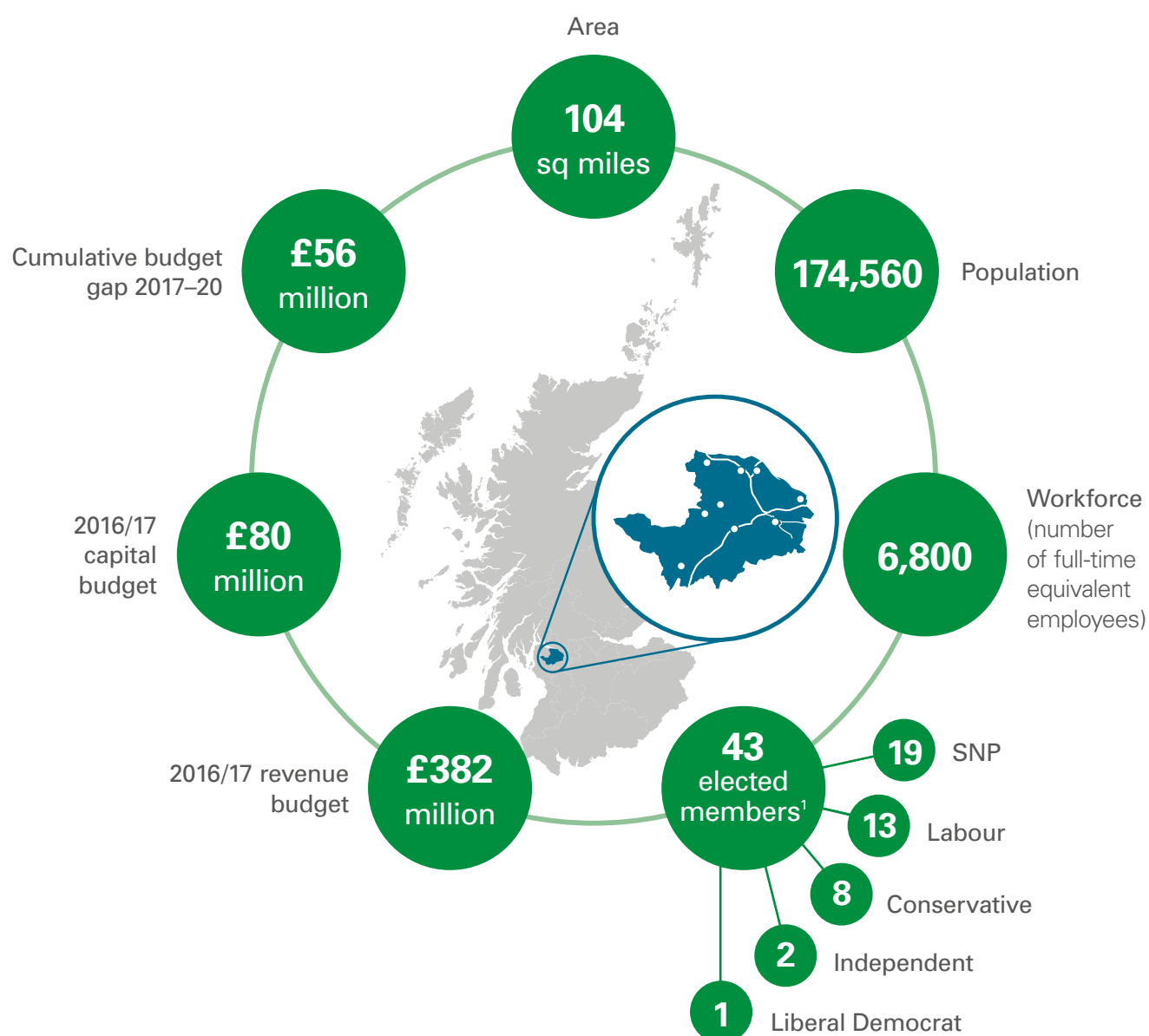
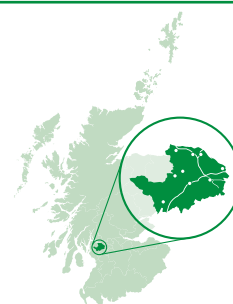
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-  Web link



Exhibit data

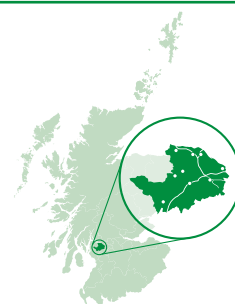
When viewing this report online, you can access background data by clicking on the graph icon. The data file will open in a new window.

Key facts



Note: 1. Following the local elections in May 2017 the council is run by an SNP minority administration. The council's political make-up prior to the 2017 council elections: Labour – 22, SNP – 15, Conservative – 1, Liberal Democrat – 1, Independent – 1.

Commission findings



- 1** The Commission accepts the Controller of Audit's report on the audit of Best Value in Renfrewshire Council. We endorse the recommendations set out by the Controller of Audit in his report and expect the council to act upon them.
- 2** We commend the council on its progress since our previous Best Value audit. We are encouraged by evidence of improving service performance and the council's work with its partners in addressing long-term socio-economic challenges faced by Renfrewshire communities.
- 3** The council has effective financial plans and a record of sound financial management. To address the funding gap challenges that lie ahead these will need to be complemented by a clear workforce strategy, and we emphasise the Controller of Audit's recommendation in this regard.
- 4** We note that the council is reviewing how it engages with its citizens and communities. The Community Empowerment Act places significant expectations on public bodies in this regard, and we encourage the council to build on its experience in consulting with its residents and communities as it takes forward the task of redesigning its services for the future.
- 5** We note with concern the comments in the Controller's report regarding the governance arrangements for Renfrewshire Leisure Limited. We urge the council to look at ways of providing greater transparency and clarity of responsibilities in its relationship with a significant provider of public services.
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- 7** In addition, we expect members to make full use of the training and development opportunities made available to them given the challenges that the council faces.
- 8** We encourage the council to continue its positive direction. In line with our new approach to auditing Best Value, the Controller of Audit will monitor progress through the annual audit and update the Commission accordingly.

Audit approach



1. The statutory duty of Best Value was introduced in the Local Government in Scotland Act 2003. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit conclusions are reported each year through the Annual Audit Report, addressed to the Controller of Audit and the councillors. In addition, the Controller of Audit will present a Best Value Assurance Report (BVAR) to the Accounts Commission at least once during the five-year audit appointment for each council. This is the first BVAR on Renfrewshire Council, under the revised arrangements. The [Appendix](#) summarises the findings from the previous Best Value report on the council.

2. This report seeks to provide the Accounts Commission with assurance on the council's statutory duty to deliver Best Value, with a particular focus on the Commission's Strategic Audit Priorities covering:

- the clarity of council priorities and quality of long-term planning to achieve these
- how effectively councils are evaluating and implementing options for significant changes in delivering services
- how effectively councils are ensuring that members and officers have the right knowledge, skills and time to lead and manage delivery of council priorities
- how effectively councils are involving citizens in decisions about services
- the quality of council public performance reporting to help citizens gauge improvement.

3. We are looking for councils to demonstrate Best Value by showing continuous improvement in how they deliver their priorities. The pace, depth and continuity of improvement are key to how well councils meet their priorities in the future. Throughout the report we show how we have assessed the council's improvement over time and conclusions are reflected in the key messages in the report.

4. Our audit approach is proportionate and risk-based: it reflects the context, risks and performance of the individual council. It also draws on the intelligence from audit and scrutiny work carried out in previous years. In keeping with this approach we carried out some initial work to define the scope of our audit. This included reviewing previous audit and inspection reports, intelligence, council documents, initial meetings with senior officers and reflecting on our wider public sector knowledge and experience. [Exhibit 1 \(page 7\)](#) shows the key areas we focused on for our audit of Renfrewshire Council.

Exhibit 1

Key areas of focus for our audit



The council's vision



Performance and outcomes



Change and improvement plans including:

- the City Deal
- digitalisation of services, such as providing more services online
- difficult decisions and protected services



Process and results of self-evaluation



Financial management and financial planning



Workforce planning



Community and citizen engagement so that people have their voices heard as to how services are planned and provided



Arm's-length external organisations' (ALEOs') governance arrangements



Transformational change and service redesign such as developing new and more effective ways in which to provide local services

Source: Audit Scotland

5. The audit work for this report took place between January and June 2017. Most of the work was concluded prior to the local government elections of May 2017, although we have included some more recent changes. Our audit work included:

- interviewing councillors, senior officers and partner organisations
- observing a range of council and committee meetings
- reviewing documents and performance data
- conducting focus groups with councillors and officers.

6. This report reflects the work done on the key areas of focus noted above. The work covers a number of Best Value characteristics, included in the statutory guidance (2004) but it does not cover them all. Audit work in future years, as part of the annual audit, will include follow-up on the findings from this report as well as more detailed audit work on other Best Value areas, as appropriate.

7. We gratefully acknowledge the cooperation and assistance provided to the audit team by all councillors and officers contacted during the audit.

Key messages

- 1** The council has a clear and ambitious vision for Renfrewshire to revitalise the area's economy and address poverty and inequality. It recognises that this vision can only be achieved over a long period of time. The council's partners share this vision and the council plan, management structures and performance management arrangements are well aligned with it.
- 2** Since the 2006 Best Value report, Renfrewshire Council has maintained a steady pace of change, supported by effective leadership that has allowed it to improve the way it plans, manages and delivers its business. It has made these improvements while dealing with financial constraints and challenging socio-economic issues such as high levels of economic deprivation, low population growth and an increasing elderly population.
- 3** The council has continued to make progress since the 2006 Best Value report to improve governance arrangements, although there have been difficult working relationships between the main political parties and limited cross-party working. Councillors have not made the most of the training and development opportunities available to them.
- 4** In the past, the operation and performance of the Audit, Scrutiny and Petitions Board has been weak and has put at risk the overall effectiveness of scrutiny within the council. Following the 2017 local elections, the council has reviewed and revised the remits of its committees and established the Audit, Risk and Scrutiny Board.
- 5** Since 2006, the council has steadily improved how its services perform. Renfrewshire's overall performance is improving and is comparable to similar councils within its family group. The council has implemented initiatives which have been delivered with partners and are focused on making a difference at a local level.
- 6** The council has effective financial management and a sound medium-term financial strategy. It has built up its reserves over a number of years which are earmarked for specific purposes and aligned to the council's strategic objectives. The level of reserves is significant for the size of council. Like many councils, Renfrewshire faces a significant funding gap in the medium term.

- 7** The council and its partners are good at working with, and involving, communities and will need to continue to work together on joint priorities and to strengthen partnership working. Given the likely funding gaps in future budgets, the council will need to work with people who use council services to inform decisions about how those services will be delivered. This will provide a positive base for them to go further and fully implement the provisions of the Community Empowerment Act.
 - 8** The council has a good record of delivering services differently. It works well with partners and has developed a number of new approaches to how it delivers services. To meet future challenges, it needs to agree a medium- and long-term workforce strategy and implement its organisational development strategy. This will be critical to managing how future services are delivered.
-

Part 1

Does the council have clear strategic direction?



The council has a clear and ambitious vision for Renfrewshire that is shared with its partners

Leadership in the council is effective and there is a good working relationship within the Corporate Management Team.

The council operates in a challenging political environment with difficult working relationships between the main political parties and limited cross-party working. Following the elections in May 2017, the council is run by an SNP minority administration. It will be important for councillors to work together to continue to progress the agreed priority objectives.

The council's plans, structures, systems and partnership arrangements share a common purpose that is helping to deliver its vision.

The council has sound governance arrangements for how it conducts business but councillors need to scrutinise and challenge reports more thoroughly. Councillors have not made the most of the training and development opportunities available to them.

In the past, the operation and performance of the Audit, Scrutiny and Petitions Board was weak and put at risk the overall effectiveness of scrutiny within the council. The council has reviewed the remits of its committees and established the Audit, Risk and Scrutiny Board.

The council could improve performance reporting arrangements for Renfrewshire Leisure Limited.

The council has a clear and ambitious vision that is shared by community planning partners

8. Renfrewshire's Council Plan (2014-17) sets out a clear, ambitious vision that reflects a good understanding of the area and local needs. The plan is structured around three themes of place, people and council supported by ten priorities. The vision is reflected in all council plans including annual Service Improvement Plans (SIPs) ([Exhibit 2, page 11](#)). The Corporate Management Team (CMT) monitors progress quarterly and reports to the council's leadership board every six months. The council has effective systems and structures that help it deliver its vision. Leadership in the council is effective and there is a good working relationship within the CMT. The council's partners, such as the police, NHS and fire service, share the council's vision and priorities and have a common understanding of its ambitions and activity and how these services will be delivered.

Exhibit 2

Renfrewshire Council's vision and priorities

Renfrewshire Council and its partners have a clearly identified vision with plans and strategies in place to deliver the outcomes identified under the priorities.

Council Plan 2014-17 vision: A fair and inclusive place where all our people, communities and businesses thrive		Community plan vision: Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive
 Overarching priorities		 Overarching priorities
Better Future: Place <ol style="list-style-type: none"> 1. Driving physical and economic regeneration 2. Building on our culture and heritage 3. Protecting the public 4. Creating a sustainable Renfrewshire Better Future: People <ol style="list-style-type: none"> 5. Reducing the level and impact of poverty 6. Raising attainment and closing the attainment gap 7. Supporting and sustaining people into employment 8. Improving care, health and wellbeing Better Future: Council <ol style="list-style-type: none"> 9. Supporting our employees 10. Continuing to be a well run council 		<ul style="list-style-type: none"> • Jobs and the economy • Children and young people • Community care, health and wellbeing • A safer and stronger Renfrewshire • A greener Renfrewshire • Empowering communities.
 Supporting plans and strategies		
<ul style="list-style-type: none"> • Paisley Town Centre Action Plan • Glasgow and Clyde Valley City Deal • Strategic Housing Investment Plan • Invest in Business – the council's business development programme • Local Development plan • Paisley Town Centre Heritage Asset Strategy • Renfrewshire Tourism Framework • Renfrewshire Health and Social Care Partnership, Strategic Plan • City Region Economic Strategy • Renfrewshire Economic Framework • Tackling Poverty Strategy 2015-17 • Waste Strategy 2016-18 • The Digital Strategy 2016-19 • Invest in Renfrewshire Employability Programmes • Council's Organisational Development Strategy 2016-19 • Corporate Asset Strategy • Corporate Procurement Strategy 2016-17 to 2017-18 • Children's Services Partnership Plan • Community Justice Plans • Service Improvement Plans • Corporate Marketing and Communication Plan 		

Note: Outcomes are the changes as a result of the intended work that is done to support the vision and priorities.

Source: Audit Scotland and Renfrewshire Council

9. In July 2017, the Department of Digital, Culture, Media and Sport announced that Paisley has been shortlisted to host UK City of Culture 2021. Paisley is bidding for the title as part of its ambitions to use the town's cultural and heritage assets to transform its economy and reduce inequalities. The council and its partners have identified that winning the UK City of Culture 2021 title will have significant economic benefits for Paisley and the wider Renfrewshire area. The bid is overseen by the Paisley 2021 Partnership Board, which draws together the resources and commitment of partners from civic, cultural, educational, business and community backgrounds. The board will submit a second stage bid to the Department of Digital, Culture, Media and Sport in September 2017, with the winner announced at the end of the year.

10. A programme of social, cultural and economic regeneration is being progressed, supported by community engagement and partnership working. The council has allocated funding of £1 million which local community groups and organisations can bid for to support cultural events and development work.

11. In 2014, Renfrewshire's Tackling Poverty Commission was set up to:

- assess the nature, causes and impact of child poverty in Renfrewshire
- make recommendations for introducing a strategic approach for Renfrewshire Community Planning Partnership.

12. The Commission was the first of its kind in Scotland. It proposed a series of recommendations to be delivered in partnership and focused on making a difference at a local level.

13. Following the Commissions' recommendations, Renfrewshire Community Planning Partnership developed a Strategy and Action Plan for Renfrewshire. The Tackling Poverty Programme is an ambitious partnership programme which seeks to change the lives of those living in poverty in Renfrewshire. Tackling poverty is a priority for Renfrewshire Council and it agreed a £6 million investment, with a supporting action plan ([Case study 1, page 13](#)).

14. The £1.13 billion Glasgow City Region City Deal is an agreement between the UK Government, the Scottish Government and eight local authorities across the Glasgow City Region. Renfrewshire is to benefit from three of the biggest infrastructure investments: the Airport Access Project, the Clyde Waterfront and Renfrew Riverside Project and the Glasgow Airport Investment Area. Together it is anticipated that these projects will transform local and regional transport links providing better access and resulting in job opportunities through business growth and inward investment.

Case study 1



The Tackling Poverty Programme

In 2014, Renfrewshire's Tackling Poverty Commission was set up to assess the nature, causes and impact of child poverty in Renfrewshire. The Commission was the first of its kind in Scotland and it proposed several recommendations focusing on making a difference at a local level.

Tackling poverty is a key priority for Renfrewshire Council and it agreed a £6 million investment programme, with a supporting action plan. The council has allocated a further £1.5 million in the 2017/18 budget.

'We want a Renfrewshire where no child lives in poverty'

Highlights from the programme's one year on evaluation, Our Journey So Far, include:

- Renfrewshire Council becoming an accredited Living Wage provider
- reductions in youth unemployment, anti-social behaviour and sanction rates at local job centres
- creating a Sports Coach Academy paid traineeship programme for 16-21 year olds who are not in further education, employment or training
- launching the School Day Fund which gives schools a budget to cover expenses such as the cost of school uniforms, trips and equipment for pupils from low-income households
- joint working between the Literacy Development Programme and Strathclyde University to provide extensive professional development to teachers
- providing Street Stuff, which provides activities for children and young people, with two new buses and expanding it to new locations
- Families First being used as national best practice. Families First is a free, confidential advice and information service for families.

The larger Tackling Poverty Programmes are externally assessed. The most notable of these is the Families First project which has a budget of £1 million and was evaluated by Glasgow University in 2015. The evaluation reported on the success of the first stage of the programme and the findings were very positive. The feedback received from some individuals outlined that the programme had a profound impact on their lives and the results could be seen almost immediately.

The Tackling Poverty Programmes involve working closely with local communities. The council works with third sector organisations, such as charities and voluntary groups, to enable officers to talk directly to recipients of Tackling Poverty Programmes. For example, one consultation involved asking people what differences they could see the projects making to the areas they lived in and asked individuals how they would like the council to report progress back to the community. The council also produces information about the programme in various formats to raise awareness and make information easier for people to access. One example of this has been joint working with a local youth arts group, Create Paisley, to co-produce videos about the programme and share successes with the wider community.

Source: Audit Scotland and Renfrewshire Council

Renfrewshire faces a number of challenges

15. Renfrewshire is the tenth largest Scottish council in terms of population but one of the smallest in terms of area (24 out of 32). It faces a number of challenges and has plans in place to address these through the priorities outlined within the council plan including:

- a relatively static population – council priorities to address this include driving physical and economic regeneration and creating a sustainable Renfrewshire
- high levels of economic deprivation – council priorities to address this include driving physical and economic regeneration, reducing the level and impact of poverty, raising attainment levels and supporting and sustaining people into employment
- poor health outcomes – council priorities to address this include improving care, health and wellbeing.

16. A key focus for the council and its community planning partners is encouraging more people to come and live in Renfrewshire. It is estimated the population will remain relatively static over the period to 2039 compared to an increase of nearly seven per cent across the whole of Scotland. The number of people of working age in Renfrewshire is expected to fall by seven per cent and the number of children by almost three per cent. This compares with increases for both these age groups at a national scale. The number of people living in Renfrewshire of pensionable age is expected to increase by over a quarter, with those older than 75 years set to increase by 79 per cent by 2039 (Exhibit 3). These population changes have future implications for the area. These include a lack of local workforce making the area less attractive to some businesses. They also include the challenge of meeting the demand for services such as health and social care, for example care for people at home, at a time when demand is likely to increase.

Exhibit 3

Projected population changes in Renfrewshire by age group until 2039

The numbers of children and people of working age living in Renfrewshire are expected to fall over the next 20 years, while the number of pensioners and those aged 75+ is expected to increase significantly.




Source: Projected percentage change in population (2014-based), by age structure and Scottish area, selected years, National Records of Scotland

17. Reducing inequalities within Renfrewshire is another aspiration for the council and is reflected under **People** within the council plan with a focus on reducing poverty, raising attainment, helping people into permanent employment and improving care, health and wellbeing. The main inequalities are:

- male life expectancy in Ferguslie is 68.9 years while in Bishopton, it is 83.7 years
- there were 604 child protection concerns in Ferguslie in 2015/16, while there were 68 in Bishopton
- the average tariff score for S4 pupils in Ferguslie was 131 and 218 in Bishopton.

The council has a history of a challenging political environment with difficult working relationships between councillors

18. The Accounts Commission's report [*How councils work: Roles and working relationships: are you getting it right?*](#)  August 2010, noted that in successful councils, there are '...professional and constructive relationships between councillors'.

19. In Renfrewshire Council working relationships between officers and councillors are good, respectful and constructive. However, the council operates in a challenging political environment and there have been difficult working relationships between the main political parties. As in other councils, relationships between political groups are under increased pressure from the need to take tough decisions on future spending and how best to deliver services.

20. Council meetings have been highly politicised at times and increasingly conducted through motions and amendments to normal business. While this has not prevented the council conducting its business or progressing its agreed priorities and objectives it can distract from constructively scrutinising how services are performing and from delivering outcomes.

21. The duty of Best Value falls on the council, not the administration. Cross-party working, which has taken place in the past, has been limited. To continue to progress the council priorities it is essential that:

- the council creates a culture and structure that helps to develop shared values among all councillors
- councillors demonstrate these in the way they conduct council business.

22. This will provide stability and continuity in delivering the council priorities in the longer term. Furthermore, the council should ensure that its values and culture support scrutiny and particularly constructive challenge. This is important to good governance, in particular to ensuring all councillors play their role in accountable decision-making, policy-making and scrutiny.

The council has sound governance arrangements in place for how it conducts business but there has been a lack of scrutiny and challenge at policy boards

23. This audit was carried out prior to the local government elections of May 2017 and describes the arrangements at that time.

24. The council has sound governance arrangements in place. It conducts its main business through the council meeting, Leadership Board, a number of policy boards and the Audit, Scrutiny and Petitions Board. All boards have members from the different political parties in proportion to the council's political make-up. The conveners of all policy boards are members of the administration.

25. The council has five local area committees whose aim is to involve and consult local communities. The committees are used as an opportunity for local communities to hear from the council and its community planning partners. They also have budgets to fund local initiatives and support local projects.

26. The council regularly reviews its governance arrangements to take account of changes to the way that services operate and of new partnership arrangements such as the integrated Health and Social Care Joint Board.

27. The council webcasts its main council meetings and all agenda papers and minutes are on the council's website and made available in the public gallery and its reception. Our review of minutes and observation of meetings found that there was limited scrutiny and challenge with many reports being noted rather than being actively considered.

28. The council has recently taken steps to improve weaknesses in how its former Audit, Scrutiny and Petitions Board operated and performed. Internal and external audit are important elements of the system of accountability in any public body. In councils, audits help councillors scrutinise how services are performing. Until May 2017 the Audit, Scrutiny and Petitions Board acted as the council's audit committee. Its work focused largely on petitions from members of the public, with a lack of focus on scrutinising and considering audit reports.

29. While we recognise that petitions provide an important means of connecting the community and council, combining this with audit and scrutiny has not been effective.

30. In March 2017, the council's internal audit function received an external assessment report conducted by West Lothian Council: Audit, Risk and Counter Fraud Unit. A number of recommendations were made including the following:


- More detailed information should be provided to the board, particularly where the Chief Auditor concludes that the assurance level is limited.
- Reporting details of the specific outstanding recommendations to the board, particularly those ranked 'A', the highest category of importance.

31. The convener of the previous Audit Scrutiny and Petitions Board was a member of the administration. This arrangement had been in place for several years despite being reported in previous Audit Scotland annual audit reports as an area of non-compliance. Good practice recommends that the convener should be from the opposition or, in some instances, independent of the council.

32. Following the 2017 elections, the council has reviewed its committees' remits. It established an Audit, Risk and Scrutiny Board and operates a separate petitions committee. This Audit, Risk and Scrutiny Board is chaired by an opposition councillor from the Conservative Group.

The council could improve performance reporting arrangements for Renfrewshire Leisure Limited


33. The council has a controlling interest in one ALEO, Renfrewshire Leisure Limited (RLL). In 2014 Renfrewshire Leisure became a company limited by guarantee with the council as the sole member. In 2015 cultural services were transferred from the council to Renfrewshire Leisure.

34. One consequence of using more complex structures involving ALEOs in delivering services is that the public may be less clear about who is responsible for services. Maintaining transparency by having arrangements in place that are easy for people to get access to and understand is a key objective in good governance. This is detailed in the Accounts Commission's [How councils work: Arm's-length external organisations \(ALEOs\): are you getting it right?](#)  report.

35. It is good practice that councils should monitor how ALEOs perform against both financial and service expectations. The council's service level agreement, setting out the level of services it expects from RLL, is not publicly available. The performance report to the Leadership Board in November 2016 did not provide enough performance information to confirm that RLL was achieving the targets set in the service level agreement.

36. Renfrewshire Council should be more transparent in the information that is publicly available about its support for RLL. The Annual Business Plan for RLL is an exempt paper which is considered at the Leadership Board. An exempt paper means the press and public are excluded, preventing public debate or challenge.

37. Two councillors of the Leadership Board are also RLL members and it is not clear how the council and its Leadership Board perform their scrutiny responsibilities effectively.

38. The Accounts Commission's [ALEOs: are you getting it right?](#)  report identifies an example of good practice from a council that 'no officer should hold a trustee or directorship position with any of the ALEOs the council engages with.' This was based on the potential for conflicts of interest to arise between an officer's responsibilities to the council as an employer and that officer's responsibilities and personal liability when appointed to an outside body. Renfrewshire Council has appointed the Head of Corporate Finance and the Director of Development and Housing Services as board members of RLL.

39. The Chief Executive of RLL is currently leading on the delivery of all leisure capital programmes for the council and is seconded to the council two days a week to manage and sign off these projects.

40. The council should review its governance arrangements to ensure they provide for a relationship with RLL that is clear, independent, and more easily understood by the public.

Councillors have not made the most of the training and development opportunities available to them

41. Councillors must ensure they have the skills and knowledge to perform their role. In Renfrewshire Council, attendance overall at training sessions for councillors has been poor. Immediately after the elections in 2012, there was good attendance at welcome and induction sessions for new councillors. Attendance was good at a training session on policing and community planning but poor at other sessions. For example, a session run by the Standards Commission had only one attendee and three councillors attended a session run by the Improvement Service. Most other sessions had fewer than ten attendees (fewer than a quarter of councillors).

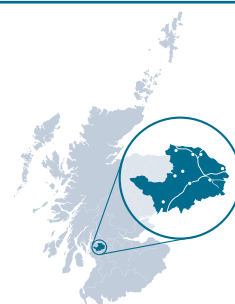
42. During 2015/16, there were 20 events on the councillors' training register. The highest attended was the session on self-directed support with 14 attendees. There were 13 attendees at a session on the Syrian Refugee Crisis and 12 for a session on the regeneration of Paisley Museum. No councillors attended the session on revisions to the guidance on the Code of Conduct.

43. Following the local government election in May 2017, the council has a comprehensive training and induction programme prepared for new councillors. A range of introductory meetings and training events have been set up on various topics including the following:

- Orientation for new members including sessions on 'getting connected' with information and communications technology, introduction to communications, marketing and media protocols and social media, a strategic overview of the council, standards and ethics and councillors' roles and responsibilities.
- Event opportunities for all councillors include sessions on meeting council partners, equalities and an introduction to services. They also cover details of City Deal public consultation events that are taking place.
- Events and opportunities for board members. These are for councillors appointed to specific policy boards and for members of joint boards and outside bodies.

Part 2

How well is the council performing?



Renfrewshire's overall performance is improving and is comparable to similar councils within its family group

The council has performed well against local and national indicators and outcomes are continuing to improve steadily for people in Renfrewshire.

The council's services have received positive inspection reports from Education Scotland and the Care Inspectorate.

The council has implemented a number of initiatives with partners which are focused on making a difference at a local level.

The council regularly monitors and reports progress against planned actions and has a range of ways to report performance to the public.

Renfrewshire Council's overall performance has improved in recent years

44. Renfrewshire Council's performance improved slightly between 2011/12 and 2015/16. In 2015/16, just under half (48 per cent) of its performance indicators were in the upper two quartiles. The council also reduced the number of indicators that were in the bottom quartile between 2011/12 and 2015/16 ([Exhibit 4, page 20](#)).

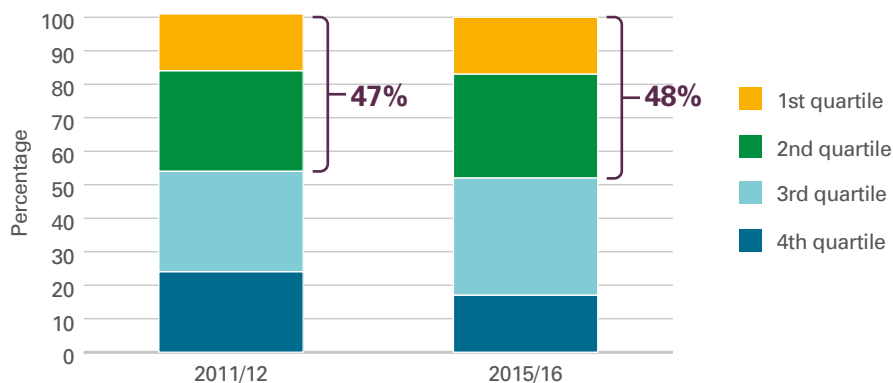
45. The Accounts Commission's recent report, *Local government in Scotland: Performance and challenges 2017* [\(download icon\)](#) noted that councils' performance over the last five years has been maintained or improved. Renfrewshire Council's performance mirrors this trend, showing improvements across the majority of the indicators ([Exhibit 5, page 21](#)).

46. The *Local Government Benchmarking Framework* allows councils to compare themselves to the Scottish average. It also groups councils with similar profiles into family groups based on factors such as population density and levels of deprivation. This allows similar councils to compare and benchmark performance. Compared with the Scottish average for 2015/16, Renfrewshire Council performs close to the average for the majority of selected indicators ([Exhibit 6, page 22](#)). Relative to its family group, Renfrewshire tends to sit in the middle ground for performance. In comparison with Scotland as a whole, there has been a mixed picture in terms of the rate of relative improvement between 2010/11 and 2015/16 ([Exhibit 6](#)).

Exhibit 4

Comparing Renfrewshire Council's performance over time

The percentage of Renfrewshire Council's comparable performance indicators in the top two quartiles improved slightly from 47 per cent in 2011/12 to 48 per cent in 2015/16.



Note: Measuring council performance involves considering the range of how all councils are performing, from lowest to highest for each indicator. From this it is possible to see how one council compares to all councils. Relative performance against other councils is divided into four equal bands, or quartiles. The first quartile contains the best-performing councils for that indicator and the fourth quartile includes the poorest-performing councils.

Source: Audit Scotland; and *Local Government Benchmarking Framework*, Improvement Service, 2015/16



Recent inspection reports by scrutiny bodies have been positive about the council

47. Education Scotland carried out a validated self-evaluation of the council's Education Psychology Service in July 2016. It concluded that the leadership and organisational structure of Children's Services provided a clear vision for change and that councillors provided effective support and challenge.¹

48. Education Scotland carried out ten primary school inspections between March 2013 and June 2016. All reported positively. Over the same period, two positive secondary school inspections took place. One special school inspected in February 2014 has had a follow-up inspection and Education Scotland is monitoring its performance as it merges with others to create a new campus. Since August 2014 to date, eight early years settings, such as nurseries, have been inspected. Almost all have been positive with one setting having a further inspection.

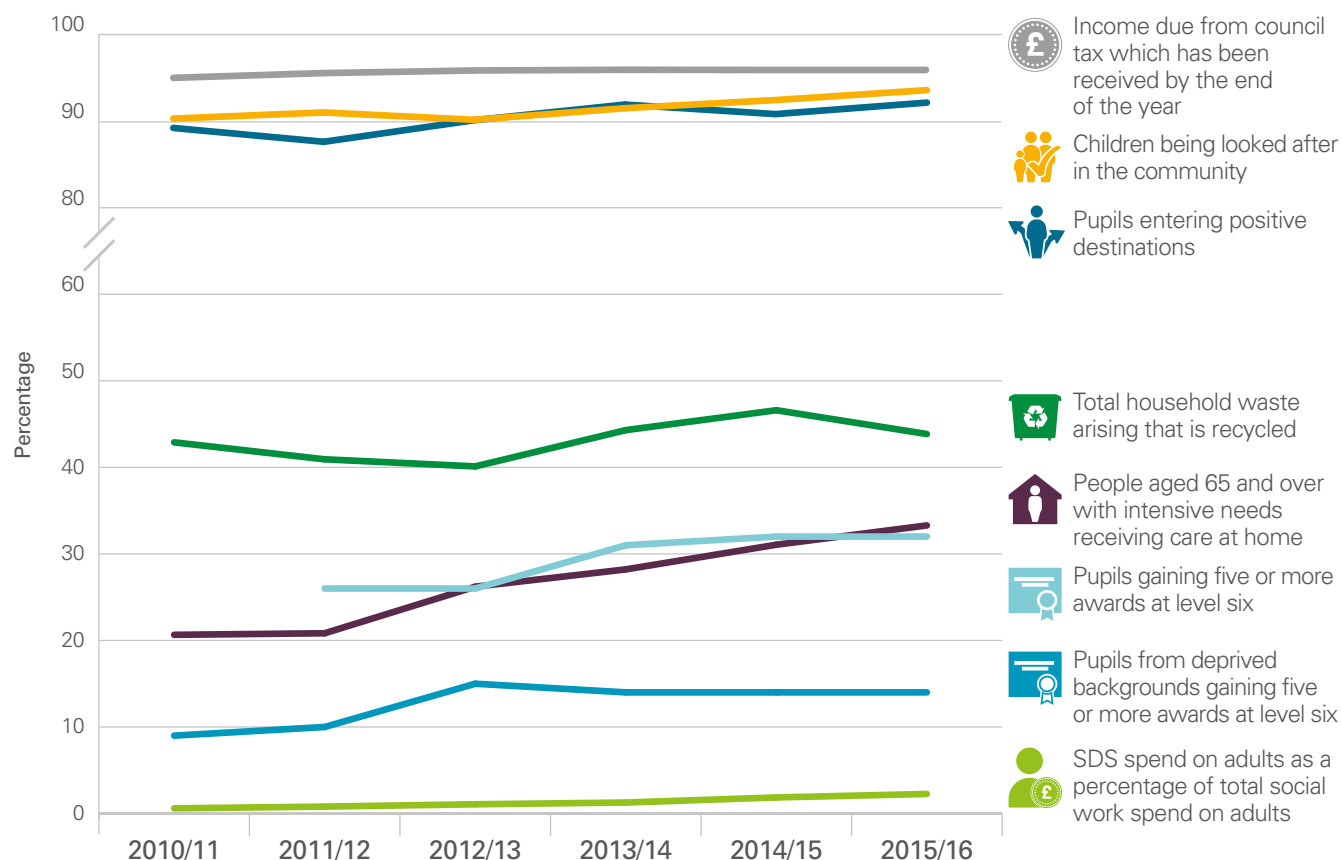
49. In December 2015, the Care Inspectorate published a joint inspection with Education Scotland, Healthcare Improvement Scotland and Her Majesty's Inspectorate of Constabulary for Scotland, of services for children and young people in Renfrewshire. The report highlighted that performance in improving outcomes for children and young people was very good. Community planning partners were improving trends by:

- identifying problems in areas such as youth offending, house fires and road accidents involving children
- taking actions to lessen the impact of potential problems or prevent them altogether. It highlighted the council's Street Stuff programme ([Case study 1, page 13](#)) as a means of improving outcomes for children and young people by involving them activities in areas where low-level offending and anti-social behaviour were common.²

Exhibit 5

Renfrewshire Council's performance against selected indicators, 2010/11 to 2015/16

Renfrewshire Council's performance has improved in the majority of these indicators over the last five years.



Notes:

1. Data is not available for all indicators for 2010/11 to 2015/16.
2. Renfrewshire social work services for children continue to have more looked-after children than the Scottish average. The level of deprivation is one of the reasons for this. One of the council's objectives in the Community Plan is to reduce the overall numbers of looked-after children and reduce the number of children who are looked after in a residential unit.
3. The total number of children being looked after in the community refers to the total number of children in the care of their local authority. This includes: children within residential care facilities; children within a community setting; and children who are 'looked after' but remain within their home.
4. We have not included measures of public satisfaction or cost indicators in this analysis.

Source: Audit Scotland; and *Local Government Benchmarking Framework*, Improvement Service, 2015/16



50. Street Stuff, along with other initiatives in Children's Services, has contributed to a 75 per cent reduction in youth-related antisocial behaviour across Renfrewshire in the five years since the project was established in 2009.

51. In recent years, however, incidents of youth disorder appear to have increased. Renfrewshire Member Officer Group says this is due to improvements in the gathering and recording of data and dealing with complaints of this type. It attributes this improvement to Renfrewshire's Community Safety Partnership, and in particular the Community Safety Service, Wardens and the Youth Team.

52. To respond more effectively, the team adapted its shift pattern and now operates at hours where youth disorder has been identified as a problem. This approach together with improved sharing and dissemination of information has helped to identify more incidents and offenders. Reported antisocial behaviour for 2016/17 has decreased by 65 per cent, compared to 2009/10.

Exhibit 6

Renfrewshire Council's performance relative to the Scottish average and family group¹, 2015/16

	Indicator	Renfrewshire	Scotland	Family group ²	% point change (2010/11-2015/16)
Family group based on levels of deprivation	Percentage of pupils gaining 5+ awards at Level 6 or higher ³	32%	33%	Performance ranges from 26% to 37%	Renfrewshire 6% Scotland 7% Family group ranges: 5% to 13%
	Percentage of pupils from deprived areas gaining 5+ awards at Level 6 or higher ³	14%	15%	Performance ranges from 10% to 21 %	Renfrewshire 5% Scotland 5% Family group ranges: 1% to 11%
	SDS spend on adults 18+ as a percentage of total social work spend on adults 18+ ⁴	2%	7%	Performance ranges from 1% to 5%	Renfrewshire 2% Scotland 5% Family group ranges: 0% to 4%
	Percentage of people 65+ with intensive needs receiving care at home	33%	35%	Performance ranges from 23% to 48%	Renfrewshire 13% Scotland 3% Family group ranges: -8% to 13%
	Children being looked after in the community	94%	90%	Performance ranges from 87% to 94%	Renfrewshire 4% Scotland -1% Family group range: -4% to 4%
	Pupils entering positive destinations	92%	93%	Performance ranges from 90% to 95%	Renfrewshire 3% Scotland 4% Family group ranges: 1% to 7%
Family group based on population density	Percentage of income due from council tax received by the end of the year	96%	96%	Performance ranges from 94% to 98%	Renfrewshire 1% Scotland 1% Family group ranges: 0% to 2%
	The percentage of total household waste that is recycled	44%	44%	Performance ranges from 44% to 59%	Renfrewshire 1% Scotland 6% Family group ranges: -2% to 23%

Notes:

1. Renfrewshire is in one family group for children, social care and housing indicators. These groupings are based on deprivation. Groupings for indicators based on environmental, culture and leisure, corporate and economic development differ as they are based on population density.
2. Family group based on deprivation – Renfrewshire, Falkirk, Fife, South Lanarkshire, Dumfries and Galloway, Clackmannanshire, West Lothian and South Ayrshire. Family group based on population density – Renfrewshire, Angus, East Renfrewshire, South Lanarkshire, Clackmannanshire, West Lothian, Inverclyde and Midlothian.
3. 2011/12 to 2015/16.
4. Self-directed support (SDS) enables individuals to buy health and social care services, such as services to enable them to remain in their own homes.

Source: Audit Scotland; and *Local Government Benchmarking Framework*, Improvement Service, 2015/16.

The council regularly monitors and reports progress against strategies and plans to councillors

53. Progress against the council plan is reported to the Leadership Board every six months. There are SIPs for all key service areas. They contain detailed action plans which link to the priorities in the council plan. They are also closely linked to other relevant plans, including Renfrewshire's Community Plan and Local Outcome Improvement Plan. Progress against SIP indicators is reported to relevant policy boards every six months. These are the forums where councillors can challenge how services are performing. However, as noted at [paragraph 27](#), in practice the level of scrutiny and challenge at policy boards is often limited.

The council reports performance to the public in a range of ways

54. The council reports information on its performance through its website. It also prepares an annual performance report, *It's all about you*, based on its statutory performance indicators. The council recently sought feedback on its performance reporting to the public. As a result, the council has refreshed how it presents this, to make it easier to find and read. It is also available in multiple languages and formats.

55. *It's all about you* focuses on a select number of indicators which it considers the public most wants to know about. The council reports performance against the full set of 68 indicators in the *Local Government Benchmarking Framework* to the Audit, Scrutiny and Petitions Board. While this more detailed information is in the public domain through board reports and service improvement outturn reports, it is not easy for people to find.

56. The council should consider how it can make details of its performance as well as other public reports including *It's all about you* easier for people to find, through better signposting on its website.

57. The council produces the *Renfrewshire* magazine which goes out four times a year to over 80,000 households. This generally features an article containing information about service performance and achievements. The latest report notes that 70 per cent of customers are satisfied with the services the council provides.

The council has involved the community in prioritising and planning its services

58. The council regularly asks for local communities' views on a range of issues. It routinely uses its public services panel to seek opinions on how council services perform. It also has five local area committees whose business arrangements are designed to consult and inform the public about local services.

59. The council provides the opportunity for citizens to give their views to the council to try and change things through its petitions process. Petitions allow people to raise concerns with the council either as individuals or on behalf of an organisation.

60. The council keeps in touch with its 21 community councils on a regular basis. Its housing service uses a wide range of ways to involve and inform tenants and residents about how the service is performing. The council also has links with local communities through its partnership arrangements and works closely with Engage Renfrewshire ([Part 4](#)).

61. Children's Services in Renfrewshire have adopted an approach of prevention, described as, 'stop a problem before it develops' and early intervention, described as, 'getting in at the first sight of a problem with the right service'.

62. The approach was developed following a review of policy and statutory responsibilities, the effectiveness of a range of services and approaches and using the information from almost 13,000 children and young people who took part in a wellbeing survey ([Case study 2, page 25](#)).

63. The council plans to develop further the way it engages with local people. It is carrying out a survey of the most effective ways for people to give their views and work with the council. In doing so the council should consider how it can work with partners to streamline and coordinate how they seek the views and work closely with the local communities that they all have in common.

64. The council has policy and procedures in place for responding to aspects of the Community Empowerment (Scotland) Act 2015. It has agreed procedures for dealing with asset transfer requests and participation requests.

65. There have been occasions when the council could have done more to consult and involve local communities in decisions about service delivery. For example, the council's initial decision to close household waste disposal centres was not informed by consultation with users. When this decision was overturned there was recognition that the changes were having a greater impact on usage than anticipated. In 2012/13, the council's decision to close Elderslie and Johnstone swimming facilities led to nine petitions, one of which requested public consultation. The council should continue to review how it consults with service users to inform decisions on future service delivery.

Case study 2



Renfrewshire's Child Wellbeing Survey – improving outcomes for children

The Achieving Step Change (ASC) programme, established in Renfrewshire in 2010, is funded by the Big Lottery and matched by funding from the council. The programme's main aim is to ensure that Renfrewshire's plans for children's services focus on improving outcomes for children and incorporates their views in the process.

The ASC programme achieved extensive engagement with children by using an online questionnaire (the Wellbeing Survey). The questionnaire was developed in partnership with the Dartington Social Research Unit, a charity focused on improving children's lives.

All children aged 9–17 years old in Renfrewshire and in education were invited to complete the questionnaire between September and November 2011. Out of around 15,000 children invited to take part almost 13,000 replied. A sample of 500 parents with children under the age of eight was also carried out. Dartington Social Research Unit analysed the data from the surveys and shared this with the council's Corporate Management Team and senior officers from a range of partners at a four-day workshop.

The output from the workshop influenced the content of the council's Integrated Children's Services Plan for 2013-16. The main issues to be addressed were:

- maintaining the strong health and development of the majority of children
- supporting children in their local communities and with their families, where safe and appropriate
- improving behaviour, physical health and emotional wellbeing
- improving the developmental outcomes for children entering primary school.

The ASC project team secured external funding of over £1 million to develop a range of evidence-based programmes to help improve outcomes for children. The programmes and their impact include:

- **Triple P – Positive Parenting Programme** helps parents develop the skills they need to support their children as they grow up. Since it was launched in 2011 almost 2,000 parents have taken part. Feedback received has reported high levels of satisfaction, using positive parenting practices, more confident parenting, a reduction in stress levels and a positive impact on children's behaviour.
- **Incredible Years** is a programme to target disruptive behaviour problems. To date 15 groups have run in ten centres with almost 300 parents taking part in the programme and over 60 per cent completing the 18-week course. Feedback confirms lower levels of aggression by their children, better child-to-child as well as child-to-parent relationships and increased problem-solving ability.
- **Family Nurse Partnership (FNP)** is a prenatal and infancy nurse home visiting programme for young first time mothers (under the age of 19). The FNP service is in the early stages in Renfrewshire, however there are signs of positive impact. There have been 72 young women who have taken part and are showing positive approaches to being a parent with increased likelihood of breast-feeding and a reduction in the number who are smoking.
- **Promoting Alternative Thinking Strategies (PATHS)** is a social and emotional learning programme for primary school children. The project aims to improve cooperation, sharing skills, peer relations, mental health and reduce aggression, the impact of mental health problems, anxiety, depression and bullying. The council is working with Barnardo's, who obtained Big Lottery Funding to implement the programme in ten schools with full training, resource and support at no cost. The initial feedback is that the programme is having a positive impact on the young people taking part. Barnardo's, working with the Programme developer, has reviewed the PATHS delivery across the United Kingdom. An award of model school was made to eight schools across the UK. Three of these schools are in Renfrewshire.

cont.

Case study 2 (continued)

- **Functional Family Therapy (FFT)** aims to improve outcomes for young people aged between 11 and 18 years old. Renfrewshire is the first local authority in Scotland to provide FFT. So far over 100 families have taken part and have confirmed that there has been a positive change in behaviours. In Renfrewshire, one of the aims of FFT was to help young people avoid being accommodated by the local authority. Twenty-five young people deemed to be at high risk of being accommodated have been supported to remain at home. Over the last two years this has saved approximately £1.5 million in accommodation costs. FFT is evaluated by the Programme developers and the Renfrewshire service has been evaluated as the best performing FFT team in Europe.
- **Families and Schools Together (FAST)** programme makes use of supportive relationships between and within families, the child's school and the local community and is delivered on a group basis for a number of families in a primary school. The first FAST programme in Glencoats primary school in Renfrewshire was attended by 23 families with 20 taking part in at least six sessions. The retention rate was 87 per cent which is above the target rate of 80 per cent. The evaluation found a positive impact for the children, their parents, the school and the wider community. Glencoats has embarked on their second programme with ten other schools in Renfrewshire now involved in the delivery of FAST.
- **Children Experiencing Domestic Abuse Recovery (CEDAR)** is a 12-week programme for children aged 4-16 years old affected by domestic abuse. Children attend 12 group sessions and a mothers' group runs alongside this to provide support as they help their children recover from domestic abuse. Since it started six CEDAR groups have been delivered and have made a positive change for almost all of the participants with over 80 per cent of participants reporting positive changes and 94 per cent of children reporting they now know how to keep safe and talk to their mother about their feelings.

Dartington Social Research Unit has drawn on lessons learned from Renfrewshire to develop the survey and extend it to other areas. Four other councils in Scotland have undertaken surveys: Angus, Dundee, North Ayrshire and Perth and Kinross. Renfrewshire is working with these councils and Dartington Social Research Unit to ensure that learning is shared to improve services and that children are involved effectively.

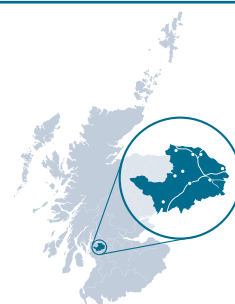
In 2016, Renfrewshire was the first local authority in the UK to repeat the children's wellbeing survey, inviting 11,800 children and young people aged 9–16 years old and in education to participate. Just under 10,500 children and young people responded. The council and its Community Planning Partnership are using the survey data to develop the priorities for agencies delivering services for children, young people and their families.

Renfrewshire Children's Services is delivering a comprehensive range of events, including workshops for school leaders, community planning partners, the voluntary sector and, most importantly, children and young people to explore the data from the survey. The output from these will help to develop the next Renfrewshire Children's Services Plan.

Source: Renfrewshire Council

Part 3

Is the council using its resources effectively?



Renfrewshire Council has effective financial planning and management arrangements in place. Budgets are clearly linked to strategic priorities

The council faces a significant funding gap in the medium term. It is developing the next phase of its Better Council Change Programme to deliver the savings required.

The council has a history of delivering within budget which it has achieved through debt smoothing and workforce reductions resulting from the Better Council Change Programme. The council has high levels of reserves and low levels of long-term debt. A large proportion of reserves are earmarked for specific purposes and aligned to the council's strategic objectives.

The council recognises that in order to manage future budget pressures it will need to make significant changes in how it delivers services.

No detailed medium- or long-term strategic workforce plan is in place. The council approved a new three-year organisational development strategy in 2015 but is still in the early stages of implementing it. The council recognises that it needs to develop better workforce planning; this will be critical to managing future service changes.

The council manages its finances effectively

66. The council has well-established processes for setting and monitoring budgets. Budgets are developed by the Director of Finance and Resources and set by the council at its statutory meeting. Each directorate produces income and expenditure estimates based on the SIPs. SIPs outline the activities of each directorate and how these support the priorities and delivery of the council plan. This creates a clear link between budget-setting and the council's objectives.

67. The council has underspent against its revenue budget, covering day-to-day spending, over the last four years ([Exhibit 7, page 28](#)). The underspends have arisen owing to effective budget management and higher levels of council tax collection over these periods.

68. The council agreed its revenue budget for 2016/17 in March 2016 and it forecast a breakeven position. The latest budget monitoring report at 7 June forecasts a slight year-end underspend of £4,000.

Exhibit 7

Underspend and variance to planned underspend

The council has underspent against its revenue budget for the last four years.



Year	Total under/ (over) spend (£m)	Planned under/ (over) spend (£m)	Variance to plan (£m)	Underspend % of net expenditure
2012/13	5.5	0.7	4.8 Favourable	1.4%
2013/14	2.0	1.1	0.9 Favourable	0.5%
2014/15	5.9	5.1	0.8 Favourable	1.6%
2015/16	2.5	0.6	1.9 Favourable	0.7%

Notes:

1. The budgeted underspend represents the figure that the council had set as its proposed position at the end of the financial year.
2. The variance to plan figure represents the additional underspend over and above what the council had anticipated when it originally set its budget.

Source: Audited financial statements

The council has a high level of usable reserves

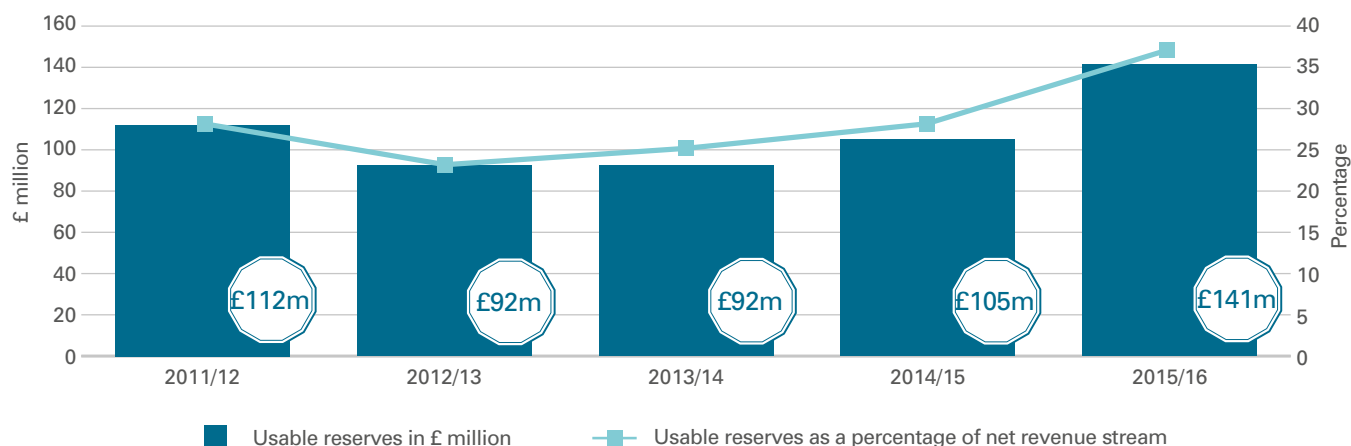
69. The council has made effective use of reserves to support its medium-term financial planning objectives and in managing its capital and revenue spending commitments.

70. The council's level of usable reserves as a percentage of net revenue has increased from 28 per cent in 2011/12 to 37 per cent in 2015/16 ([Exhibit 8](#)), the highest percentage in Scotland. Between 2011/12 and 2015/16 usable reserves have increased by almost £30 million to £141 million ([Exhibit 9, page 29](#)). The largest increases have been in the last two years. In 2014/15, the usable reserves increased by £13 million and in 2015/16 by £36 million. In 2015/16, the council had the second highest level of usable reserves, relative to its size, of all mainland councils.

Exhibit 8

Usable reserves as a percentage of net revenue

The level of usable reserves has increased significantly since 2011/12.



Source: Audited financial statements

Exhibit 9

Usable reserves

Description	31 March 2016 £ million	31 March 2015 £ million
General Fund	61.378	58.854
Housing Revenue Reserve	10.239	10.645
Revenue Statutory Funds	2.855	2.853
Capital Receipts Reserve	4.116	3.760
Capital Statutory Funds	62.788	29.006
Total usable reserves	141.376	105.118

Source: Renfrewshire Council 2015/16 financial statements

71. The main increase in reserves in 2015/16 is due to a £34 million transfer from the General Fund and Housing Revenue account to the Capital Statutory Funds. This transfer is significantly higher than for any other mainland council.

72. Of the £141 million total reserves in 2015/16 ([Exhibit 9](#)), around £130 million are Statutory Reserves or have been ring-fenced for future spending plans. The General Fund balance includes ring-fenced elements totalling £54 million. This includes the Waste Management Strategy Fund (£7 million), Paisley Town Centre Heritage Asset Strategy Fund (£8 million), Service Modernisation and Reform Fund (£6 million) and Tackling Poverty Fund (£4 million).

73. Some of the General Fund reserves have been in place for a number of years while others are relatively new and result from recent developments such as the City Deal. From the available information it is difficult to distinguish whether the council will use some of these reserves for capital or revenue expenditure.

74. The council's reserve strategy in the Medium to Longer Term Financial Strategy requires it to maintain a minimum unallocated General Fund reserve as a protection against unexpected costs or reductions in income. The reserves strategy requires it to maintain unallocated usable reserves at around two per cent of net expenditure. The level of unallocated reserves has historically been one per cent to two per cent of net expenditure with a minimum level of £7 million. In 2015/16 the level of unallocated reserves was £7.013 million which was 1.9 per cent of net expenditure.

Investing in assets has been a strategic priority

75. The council has invested significantly in its capital infrastructure. Since 2013/14 capital expenditure has totalled over £185 million.

76. The council approved its Corporate Asset Strategy 2015-18 in August 2015. The strategy sets a high-level framework for managing the council's assets. The strategy links to the council plan, community plan, Single Outcome Agreement (SOA) and the Better Council Change Programme (BCCP). The SOA is an agreement between community planning partnerships and the Scottish

Government setting out local improvement and priorities. The strategy aligns the council's asset management to its savings programme.

77. The strategy outlines the council's main investment programmes which include the following:

- Schools estate programme covering school buildings and land: spend of £29 million for 2016/17, and proposed investment of £15.6 million for 2017/18 and £4.5 million for 2018/19.
- Street lighting investment strategy: investment of £9.8 million in 2016/17.
- City Deal: spend of £7 million in 2016/17 and proposed investment of £9.3 million in 2017/18 and a further £33.2 million in 2018/19.
- Paisley Town Centre regeneration: proposed investment of £41 million.
- Completion of a £138 million housing investment delivery plan for the Scottish Housing Quality Standard programme to bring council houses up to the required standard.

The council has a low level of borrowing

78. At 31 March 2016 the council's total long-term borrowing was £255 million, including long-term liabilities relating to a schools public private partnership (PPP) finance lease of £80 million. The council's overall borrowing (excluding PPP) consists of loans of £169 million from the Public Works Loan Board (PWLb), which provides loans to local authorities and market loans of £55 million.

79. The council has a policy to limit variable rate borrowing to a maximum 25 per cent of all borrowing. In 2015/16, 76 per cent of the council's debt was at a fixed rate. During 2015/16 the council operated within the prudential indicators for the year as set out in its Treasury Policy Statement.

80. Exhibit 10 (page 31) shows the level of long-term borrowing and external debt over the last five years. There has been an overall decrease in borrowing since 2011/12. The council has achieved this through its Debt Smoothing Strategy, to minimise the cost of servicing debt, which is part of the BCCP. The council has proportionally lower levels of long-term borrowing in comparison to other councils. Long-term debt and other long-term liabilities as a percentage of net revenue has shown an overall decrease over the last five years and is the fifth lowest in Scotland (excluding Orkney and Shetland).

The council has developed savings plans

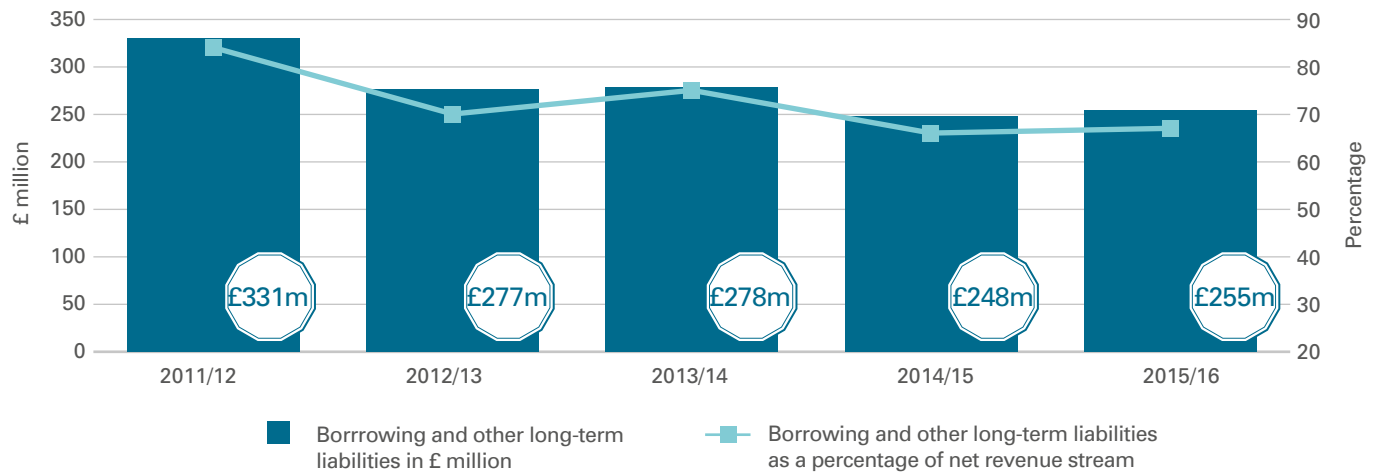
81. The council has a strong focus on financial planning and ensuring its financial position remains strong over the medium and longer term. The annual budgets produced are detailed and set out pressures and demands that could affect future finances.

82. It also prepares detailed medium-term plans. These set out the local and national context within which the council operates and how these will affect future finances. It also outlines pressures on Renfrewshire and the strategies the council uses to mitigate these, including the medium-term reserves strategy, to ensure the council is aware of future budget demands.

Exhibit 10

Borrowing and long-term liabilities as a percentage of net revenue

The council has relatively low borrowing and debt compared to other councils.



Source: Audited financial statements

83. The medium-term plans also incorporate scenario planning, which highlights the best and worst case outcomes for the council. The Financial Outlook Report 2017/18 – 2019/20 highlights that savings in the region of £16 million to £27 million a year will be required in the period to 2020. This means the council will need to save around £56 million over the period 2017-20. This is a mid-range estimate. Optimistic and pessimistic scenarios are £46 million and £80 million respectively.

84. In recent years the council has achieved most of its savings through its Debt Smoothing Strategy, staff leaving through voluntary redundancies and early retirements arising from the BCCP ([Part 5](#)).


85. The council recognises that in order to manage future budget pressures it will need to make significant changes in how it delivers services.

The council needs to implement its Organisational Development Strategy

86. The council's Organisational Development Strategy 2016-19 was approved in December 2015 but is only in the early stages of implementation. This strategy sets out how the council will provide the skills and money it needs to develop as an organisation. The strategy focuses specifically on improving how the council will:

- manage and develop its performance
- plan its workforce needs
- ensure its workforce has the right skills, are motivated, feel part of the organisation and are adaptive.

The council needs to develop its approach to strategic workforce planning

87. The Accounts Commission's [*Local government in Scotland: Performance and challenges 2017*](#)  report highlighted the need to plan and manage reductions to council workforces. Failing to do this can affect the skills mix and ability of the organisation to deliver, manage and scrutinise services effectively. The report advises councils to have effective systems in place for managing their workforce and monitoring staffing levels, and that workforce information should be in line with other long-term plans such as financial plans.

88. Between 2010/11 and 2015/16 the council reduced staff numbers by 1,150. This was part of the council's BCCP through voluntary early retirement and voluntary redundancy. The council has also redesigned services, that is, changing how services are provided and integrated. These changes have had a substantial impact on some services with a reduction of 369 staff within Community Resources.

89. The council's previous approach of voluntary redundancy and early retirement was effective in supporting the delivery of change projects to generate the financial savings required, although it has reduced capacity in some services.

90. The council does not have a strategic workforce plan in place. Services are in the early stages of developing workforce plans. At present, these plans are short term and only consider workforce needs for the current year, 2017/18. The council intends these plans to be three-year rolling plans and to embed actions in SIPs. The council recognises that it will need to fully develop this workforce planning approach over a longer term.

Sickness absence rates have increased slightly

91. In 2015/16 teachers' sickness absence was 6.4 days, and 10.4 days for other council employees. This had slightly increased from the previous year when the rates were 6.0 for teachers and 9.9 for other council employees. The figure is above the Scottish average of 6.1 days for teachers and slightly below the Scottish average of 10.6 days for other employees.

The council is reviewing how it communicates with its workforce

92. The council surveys employees every three years. The latest survey was in 2016 and reported to CMT in May 2017. The response rate was ten per cent, a reduction from 2013 when there was a response rate of 23 per cent. The reduction in the response rate was directly attributed to the timescale for completing the survey. The CMT agreed this would be addressed for the next staff survey.

93. From those who responded to the 2017 staff survey the following emerged:

- Almost 73 per cent of employees said they are aware to some extent or fully aware of the council's vision and values. This is slightly down from 2013 when over 75 per cent of employees agreed or strongly agreed that they understood the council's values and vision.
- Only ten per cent of staff felt fully informed about what is happening in the council with almost 50 per cent feeling informed to some extent. Less than

four per cent of respondents were fully aware of the BCCP with almost 50 per cent saying that they were slightly or significantly more aware than the previous year.

94. The council has improved staff understanding of its vision and values and how it communicates with its workforce. It could do more to gather views to ensure staff are on board with the changes the council is making. The council could also do more to inform staff of the progress updates to the BCCP.

95. In October 2016 the council launched the Staff Recognition Awards Scheme, designed to improve teamwork and partnership working. The awards focus on teams and individuals who 'have gone the extra mile to deliver services that make a lasting and positive difference to the lives of local people and stay true to the council's vision'.

96. We held focus groups with staff from across grades and council services. Staff told us:

- they have been and continue to be involved in reviewing and redesigning services at various stages of the process
- there has been a significant improvement in the level of information that senior managers, especially the Chief Executive, make available to staff to help them understand what changes are happening in the council
- there were improved opportunities for young people and career progression
- the council environment is both challenging and rewarding and staff have an increased sense of belonging.

The council has effective arrangements in place for procurement

97. The council has effective arrangements in place for procurement and is performing well in comparison to other councils. The council's procurement team won the 2016/17 Government Opportunities Scotland Excellence in Public Procurement Awards. A 2016 assessment by Scotland Excel scored the council's overall performance at 83 per cent for leadership and governance, development and tendering, contract and purchasing processes. Scotland Excel is Scotland's centre of procurement expertise for local authorities. Its score was the highest of the 16 councils reviewed to date and well above the average of 65 per cent.

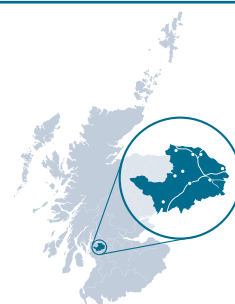
98. Scotland Excel rated the council's procurement practices and procedures as 'superior performance', the first council in Scotland to achieve this. The council also won a Government Opportunities (GO) Awards Scotland in 2016 for Procurement Team of the Year – Local Government and highly commended for the Procurement People of Today and Tomorrow Award.

99. The council incorporates community benefit clauses and requirements into all its contracts. This is formalised in the council's Sustainable Procurement Strategy and Community Benefit Strategy. These clauses aim to deliver the following activities:

- Targeted Employment and Training Initiative
- Educational Support Initiative
- Supply Chain Development Activities
- Vocational Training
- Community, Corporate Social Responsibility (CSR) and Environmental Initiatives
- Supported Business, Third Sector and Voluntary Sector Initiative
- Equality and Diversity Initiative
- Creating a Sustainable Renfrewshire.

Part 4

Is the council working well with its partners?



The council is working well with its main partners and its communities

The council is working closely with its partners to improve local outcomes with a clear focus on intervening early to identify and address potential problems.

The council and its partners have effective arrangements for sharing information to improve how services are provided within the community.

Close working with NHS Greater Glasgow and Clyde ensured the council was well prepared for introducing the new integration joint board (IJB). Challenges remain in the areas of budget setting and how services are provided.

The council is an active partner in the Glasgow City Region City Deal and outline business plans have been completed.

The council and its partners are good at working with, and involving, communities. This provides a positive base for them to go further and fully implement the provisions of the Community Empowerment Act.

CPP partners need to continue to work together on joint priorities and to strengthen partnership working. They need to plan their budgets and finances to provide a clearer picture of the overall resources available.

The council works closely with its partners to improve local outcomes and focuses on early intervention

100. The council is part of Renfrewshire's Community Planning Partnership (CPP), and contributes to delivering the Community Plan 2013-23 and the SOA. Community planning is the process by which councils and other public bodies work with local communities, businesses and voluntary groups to plan and deliver better services and improve the lives of people who live in Scotland. Community planning is led by CPPs and there are 32 CPPs covering each council area.

101. The community plan sets out six key themes ([Exhibit 2, page 11](#)). Renfrewshire's CPP board oversees and directs six community planning thematic boards, each of which reflects one of the key themes.

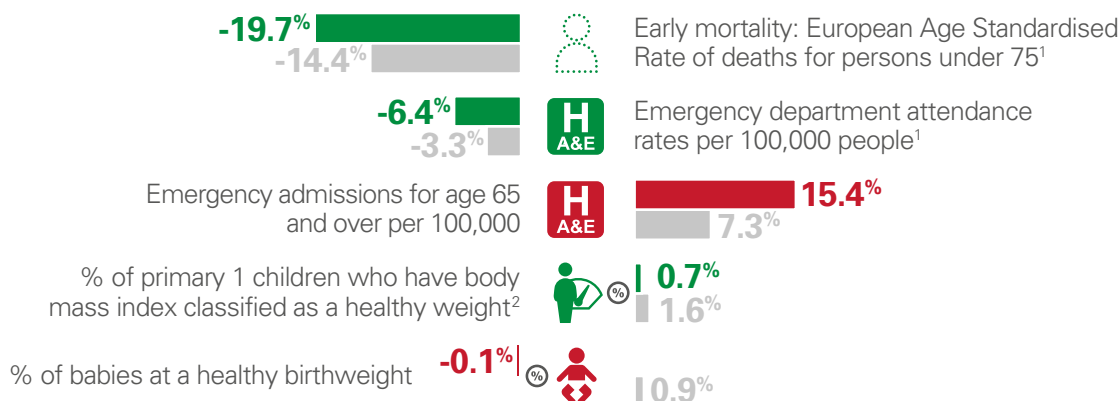
102. Renfrewshire's performance across the indicators tends to mirror national trends and outcomes are generally improving for local people. Despite improvements in a number of areas, Renfrewshire's performance generally remains below the national average ([Exhibit 11, page 36](#)).

Exhibit 11

Change in performance for Renfrewshire outcomes, 2004/05 – 2014/15

Outcomes for Renfrewshire's communities are generally improving, with 11 out of 16 indicators showing improvement.

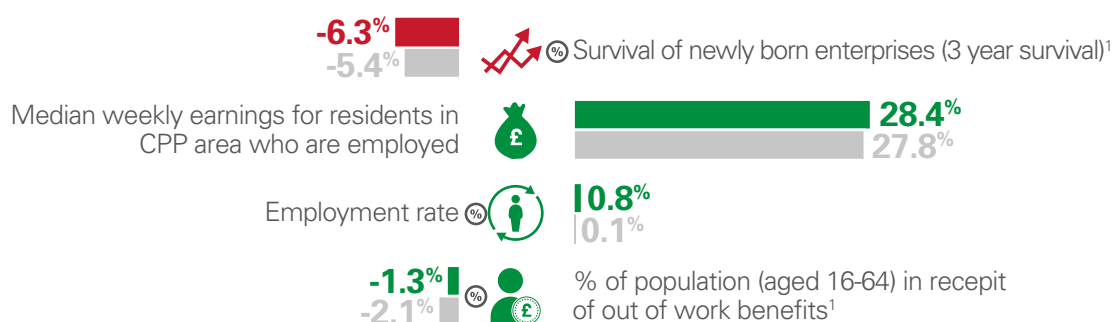
Health



Education



Employment



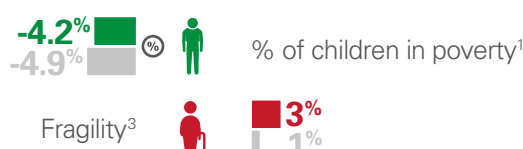
Environment



Community safety



Other



Renfrewshire Scotland

Percentage point change – raw data is not available therefore absolute changes are shown.

Notes:

1. Imputed and projected data has been calculated using different methodologies for different measures where raw data is not yet available.
2. Primary 1 BMI figures are based on a three-year rolling average.
3. Fragility is a weighted combination of three indicators: depopulation, rural depopulation and old age dependency ratio.

Source: Audit Scotland; and *Community Planning Outcomes Profile*, Improvement Service, 2014/15

103. Exhibit 11 shows:

- The rate of Primary 1 children who have a healthy body mass index weight in Renfrewshire increased by 0.7 percentage points compared to an increase of 1.6 percentage points across Scotland.
- The number of those receiving out of work benefits (aged 16-64) in Renfrewshire decreased by 1.3 percentage points, compared to a national decrease of 2.1 percentage points.
- Child poverty in Renfrewshire decreased by 4.2 percentage points compared to a national decrease of 4.9 percentage points across Scotland.
- Emergency admissions for those aged 65 and over per 100,000 of the population increased by over 15 per cent in Renfrewshire, which is more than double the rate of increase across Scotland (seven per cent).
- Emergency department attendance rates per 100,000 people decreased by 6.4 per cent, compared to a national decrease of 3.3 per cent. Renfrewshire still has a significantly higher proportion of emergency department attendance rates per 100,000 people than the national average.
- Early mortality rates in Renfrewshire decreased by almost 20 per cent, compared to a national decrease of 14 per cent. Renfrewshire still has a higher rate of early mortality compared to the Scottish average.
- S4 average tariff score in Renfrewshire increased by over 11 per cent, compared to a national increase of over 15 per cent.
- Total crimes per 10,000 of the population decreased by 42 per cent in Renfrewshire, compared to a national decrease of over 44 per cent. Despite this improvement, the incidence of crime continues to be higher in Renfrewshire when compared to the national average.

Renfrewshire community planning partners continue to face significant challenges

104. As demonstrated in [Exhibit 11](#), outcomes in Renfrewshire are generally improving. But the area continues to face significant challenges in improving some outcomes relating to its history of economic deprivation and poor health. The CPP's latest progress report to the board in September 2016 highlighted a number of challenges that partners continue to face in addressing deep-rooted inequalities:

- Alcohol-related hospital admissions and drug-related hospital discharges are above the baseline figure and the targets set by the CPP.
- The percentage of children on the Child Protection Register affected by parental substance abuse remains above target. The percentage of babies with a low birth weight and the number of children at 6-8 weeks exclusively breastfed both show slight deterioration since 2011/12.

- The level of obesity in Primary 1 children is higher than the baseline level and the percentage of looked-after young people in positive destinations, such as further study, training or employment, remains slightly below target.
- Estimates show a slight decrease in the resident population of Renfrewshire from the 2011 census figure. Vacant retail space has fallen by 16 per cent between 2012 and 2015/16, which is below the target of 20 per cent.
- Fewer people are satisfied with their neighbourhood as a place to live and the number of complaints about vandalism and youth disorder has increased. However, as noted in [Part 2](#), this may be as a result of the increased ability of Renfrewshire's Community Safety Partnership to gather and record data about, and deal with, complaints.
- The number of public service panel respondents indicating satisfaction with local public services has decreased slightly from 68 per cent to 67 per cent. The number of panel respondents using the Internet to contact local public services decreased from 33 per cent in 2014 to 29 per cent in 2016.
- Renfrewshire CPP remains behind target for increasing the level of household waste recycled, reducing the level of CO₂ emissions from the council's vehicle fleet and reducing the amount of car journeys to schools.

The council and its partners have effective arrangements for sharing information that improves how services are provided

105. We found that partners have effective arrangements in place for sharing information that can lead to improving how services are provided. The Renfrewshire Community Safety Partnership works together to protect vulnerable individuals and tackle persistent offenders, using the skill base of partners. The approach is based on getting the correct professionals involved at an early stage to ensure that a preventative approach is adopted ([Case study 3, page 39](#)).

The council and its partners have developed a good base to formally integrate health and social care although ongoing challenges remain

106. Renfrewshire Integration Joint Board (IJB), which provides health and social care services, has been fully operational since April 2016. The IJB approved its Strategic Plan 2016-19 in March 2016, setting out its objectives and priorities over the three-year period.

107. Renfrewshire was the first council to have an integration scheme in place with NHS Greater Glasgow and Clyde (NHSGGC). Governance arrangements, such as systems for managing, monitoring and scrutinising the IJB's business and finances are well developed. Processes are in place to allow the Chief Officer and the Chief Financial Officer to discuss significant issues with partners and the senior management of partner organisations.

108. At its meeting on 10 March 2017, the IJB approved the 2017/18 council adult social care budget allocation but rejected NHSGGC's proposed 2017/18 health budget allocation on the basis that it did not meet the Scottish Government direction that the level of budget to be allocated is maintained at 2016/17 cash levels. This was in common with the other IJB's within the health board's area.

109. It is anticipated that the public sector in Scotland will continue to face a challenging medium-term financial outlook. This will potentially have significant implications for Renfrewshire IJB's parent organisations and therefore the delegated Health and Adult Social Care budgets.

Case study 3



Renfrewshire Community Safety Partnership: daily tasking

Partnership daily tasking takes place each day within the Community Safety Partnership Hub to review relevant incidents over the previous 24 hours. The information is then given to the most appropriate service to look at an earlier intervention approach to resolve the issue before it worsens. The outcomes of each incident are monitored to identify any patterns of persistent behaviour. This means that resources, including people and money, are deployed based on evidence.

Group members

Community Resources (chair)	Development and Housing Services
Police Scotland	Registered Social Landlords (as appropriate)
Scottish Fire and Rescue	Renfrewshire Health and Social Care Partnership
Adult Services	Third Sector Representatives
Children's Services	Victim Support

The areas of focus that the daily tasking group seeks to exchange and share information about include: child, adult, public and environmental protection, offender management and community safety.

This approach has improved local communities' perception of Renfrewshire as a safe place to live. It has reduced incidents of antisocial behaviour, the number of crimes of violence and complaints of vandalism and youth disorder. In turn, the partnership has revisited and increased the intended improvement targets in its Local Outcome Improvement Plan as follows:

- Increase in people who think Renfrewshire is a safe place to live – current performance 80 per cent (2014/15), Year 3 target revised from 45 per cent to 83 per cent, Year 10 target revised from 66 per cent to 87 per cent.
- Reduction in reported incidents of antisocial behaviour – current performance, 12,177(2014/15), Year 3 target revised from 16,277 to 11,489, Year 10 target revised from 13,404 to 9,575.
- Reduction in the number of crimes of violence – current performance, 255 (2014/15), Year 3 target revised from 375 to 252, Year 10 target revised from 333 to 208.
- Reduction in complaints about vandalism and youth disorder – current performance, 2,627 (2014/15), Year 3 target revised from 2,921 to 2,614, Year 10 target revised from 2,767 to 2,306.

Note: Case study includes combined data from Renfrewshire Police and Renfrewshire Community Safety Partnership and as a result progress against some indicators may vary to those listed in [Part 2](#) which are either council specific or based on Improvement Service outcomes in the *Local Government Benchmarking Framework* and Community Planning Outcomes Profile.

Source: Renfrewshire Council (details from the Daily Tasking Implementation Review and Safer and Stronger Renfrewshire Thematic Board Spotlight Report from May 2016)

The council is working with partners to progress the City Deal projects

110. City Deals provide city regions with the opportunity to deliver infrastructure, innovation and employment projects to improve the economic performance of the city region. The UK and Scottish governments both provide funding with councils contributing additional funding. Renfrewshire Council became part of the £1.13 billion Glasgow City Region City Deal, with seven other councils, in 2014. The council is an equal partner and plays an active role in the governance structure for managing, monitoring and scrutinising the delivery of projects. It is represented on all eight policy portfolios and takes the lead on the Glasgow City Region policy portfolio focusing on enterprise.

111. Three City Deal infrastructure projects are being developed in Renfrewshire, with funding of £274 million. Progress continues to be made on developing the projects and outline business cases (OBCs) are complete for the three projects.

- The **Glasgow Airport Investment Area Project (GAIA)** will improve roads, enabling new business sites to be built near the airport. The project will include improvements to walking and cycling links.
- The **Clyde Waterfront and Renfrew Riverside Project (CWRR)** includes a new opening bridge over the River Clyde between Renfrew and Yoker/ Clydebank, and building the Renfrew North Development Road. Following approval of the OBCs, work will continue on developing the preferred options and progressing through the statutory processes with the aim of starting construction in spring 2018.
- The **Airport Access Project (AAP)**, owing to its importance to the overall Infrastructure Fund Programme, is designated as one of only two 'regional' projects in the programme. The project is being jointly delivered by Renfrewshire Council and Glasgow City Council. The project aims to deliver a new direct rail link between Glasgow Airport and Glasgow Central Station, stopping at Paisley Gilmour Street station. Owing to the technical complexities of this project, the AAP has a significantly longer development process. Construction is currently scheduled to start in 2022 and, the project is expected to be finished and running by 2025.

Community planning arrangements in Renfrewshire encourage involvement by local communities

112. There are many positive examples where the council and its partners have engaged well with service users.

113. Engage Renfrewshire is an important partner for the council and other public bodies, the organisation brings together local community groups, charities and community-based organisations. It helps in establishing links between third sector organisations and communities with the council, NHS and other partners. Its aim is to promote the views of local people. The Chief Executive of Engage Renfrewshire chairs the Renfrewshire Forum for Empowering Communities. This is one of the six community planning thematic boards and has been operating since May 2013. It is made up of senior third sector managers operating in Renfrewshire. The forum receives updates at its meetings from Engage Renfrewshire representatives who sit on each of the thematic boards.

114. Engage Renfrewshire and the Forum for Empowering Communities are leading on the council and its partner's preparation for aspects of the Community Empowerment Act. This act aims to give communities greater influence or control over things that matter to them. As well as the Community Planning Conference, it has held workshops with local community groups and is preparing a localised toolkit to raise awareness of the provisions of the Community Empowerment Act among local community groups.

Partnership working in Renfrewshire is strong and the CPP continues to strengthen the way it works.

115. In December 2016, Renfrewshire CPP Board agreed a new governance structure for managing, monitoring and scrutinising the partnership's business. This takes account of new partnership arrangements such as the IJB. It also reflects other priorities in the area such as partnership working in relation to the Tackling Poverty Programme, the bid for UK City of Culture 2021 and the Glasgow City Region City Deal.

116. CPP partners recognise that an area for improvement is how partners plan budgets and finances to provide a clearer overall picture of the funds available to the CPP. The partnership has taken early action to outline each partner's approach to financial planning and budgeting. This identified similarities and differences in partners' approaches to financial planning. With budgets not known until different times in the year, it is difficult to determine what money and staffing resources are available over the year and to fully understand the resources available to the CPP.

Part 5

Is the council demonstrating continuous improvement?



The council has a good record of service delivery. But officers recognise that the new council will need to substantially review how future services are provided

Since the last Best Value audit, the council has continued to demonstrate a high level of ambition in a challenging political environment.

The council has demonstrated a commitment to develop different ways in which services are delivered but more wide-ranging change and transformation is required.

The council continues to develop how it uses self-evaluation and service reviews to improve how services are delivered.

The council has improved since the last Best Value audit but the political environment remains challenging

117. Renfrewshire Council's Best Value audit timeline is set out in the [Appendix](#). The council has continued to improve the way it manages services since its previous Best Value review in 2006. However, there are ongoing concerns around cross-party working relationships. [Exhibit 12 \(page 43\)](#) highlights some of the main changes.



The Better Council Change Programme has helped deliver savings and redesign how services are provided

118. In February 2014 the council established the Better Council Change Programme (BCCP). The objectives of the programme, outlined at [Exhibit 13 \(page 44\)](#), cover the period 2015/16 to 2017/18. The aim of the programme was to enable the council to become more efficient while continuing to be financially sustainable, that is, providing for its financial needs over the medium to long term. This built on the council's previous initiative, Transforming Renfrewshire, that saw the council achieve savings of £12 million by modernising its customer services, providing more online systems and introducing flexible working for employees.

Exhibit 12

Comparing selected Best Value judgements, 2006 and 2017

The difference in Controller of Audit judgements between 2006 and 2017 shows progress made by Renfrewshire Council.

Controller of Audit judgement  2006	Controller of Audit judgement  2017
<ul style="list-style-type: none"> Overall, the council demonstrates a strong commitment to delivering continuous improvement and is embedding the appropriate corporate systems to support this. 	<ul style="list-style-type: none"> The council is dealing with the challenges through a shared ownership of a clear and ambitious vision. There is effective alignment of systems and structures with organisational priorities.
<ul style="list-style-type: none"> Elected members and senior officers provide strong and effective leadership in Renfrewshire. 	<ul style="list-style-type: none"> Leadership in the council is effective and there is a good working relationship within the Corporate Management Team and between officers and councillors.
<ul style="list-style-type: none"> This relationship has been critical in bringing greater stability to the historically volatile political culture in the council. 	<ul style="list-style-type: none"> The council has a challenging political environment with difficult working relationships between the administration and the main opposition party.
<ul style="list-style-type: none"> The council has established a well-integrated strategic planning framework based on the area's broader community planning objectives and the council's arrangements overall represent a firm foundation from which to build improvement. 	<ul style="list-style-type: none"> The council's vision demonstrates a high level of ambition. Priorities reflect local need and seek to improve the area. Structures are aligned to support organisational priorities.
<ul style="list-style-type: none"> The council has reviewed its political structures for policy and decision-making twice, first in 2001 with further refinement in 2002. While these arrangements are broadly effective, there remains scope for improvement, particularly around the council's scrutiny arrangement. 	<ul style="list-style-type: none"> The operation and performance of the Audit, Scrutiny and Petitions Board has been weak. The level of scrutiny and challenge at policy boards could be improved.
<ul style="list-style-type: none"> The council is focused on the people it serves and has invested in improving its approach to customer care. It works well with partners at a strategic level but could work better with the voluntary sector. 	<ul style="list-style-type: none"> The council is improving access to its services through increased use of digital solutions. 'MyAccount' provides Renfrewshire citizens with an easy to access online self-service facility. Initial sign-up is encouraging with uptake by 20,000 households (23 per cent) in the first 14 months.

Source: Audit Scotland; and Renfrewshire Council: *The Audit of Best Value and Community Planning*, Accounts Commission, July 2006

Exhibit 13

Better Council Change Programme

The aims of the Better Council Change Programme

- To put our customers and communities at the centre of all we do, forecasting their needs to inform service design with our partners and promoting the concept of a cooperative council.
- To enable our people to have the right skills and leadership to deliver in a challenging, changing work environment.
- To exploit the potential of technology to support better information management, to provide the right information in a timely fashion to employees, citizens and customers, and to help deliver better outcome-based services.
- To ensure that all assets – buildings, land, transport, equipment and technology – are aligned to delivering council priorities.

Source: Renfrewshire Council, February 2014

119. The BCCP and Transforming Renfrewshire has helped the council achieve savings of £117 million since 2011/12 through a number of initiatives including:

- the creation of a Corporate Business Support Service with the aim of providing improved and more efficient use of support staff across all services
- spend to save projects in energy efficiency and ICT systems
- redesigning service delivery to manage cost and demand growth in care provision
- workforce planning changes to create a more flexible workforce within Community Resources.

120. Since 2014/15, the BCCP has been developed on a rolling two-year basis, with phase 1 targeting savings for the period 2015 to 2017 and phase 2 for 2016 to 2018. Phase 1 projects delivered annual recurring (as opposed to one-off) savings of £15.1 million against an original target of £14.4 million by the end of 2016/17. Phase 2 projects are expected to achieve annual recurring savings of £5.5 million by the end of 2017/18.

The council is improving access to its services by using more digital technology to provide access to services

121. The council's Digital Strategy 2016-19 is linked closely to the Tackling Poverty Strategy with the aim of improving outcomes. It focuses on improving access for local citizens to online services to help improve their quality of life and opportunities. The strategy focuses activities reflecting the council's priorities and has four work-streams: digital participation, connectivity, digital public services and economy.

122. The council's Digital Inclusion Strategy aims to deliver additional support to residents with limited access to, or experience of, using digital technologies to ensure that they can get access to online services.

123. The council has improved the range of access it provides to online services. It launched its Customer Portal in March 2016 with the aim of making more online services available through the council website and to increase the volume of customer transactions completed online. The council's 'MyAccount' allows residents to sign up and securely:

- apply for housing benefit and upload proof online
- apply for council tax reduction, discount or exemption
- view their rent and council tax accounts, balances and payments
- update a change in address, household details or circumstances
- set up or change direct debit for council tax
- make a payment
- view a record of requests.

124. An independent assessment of the council's digital accessibility concluded that the council's changes had made improvements. At the time of our audit it had been shortlisted for a Digital Council of the Year Award.

125. Another major improvement area has been the council's Enterprise Resource Planning (ERP) project. This will replace the council's existing finance, HR, payroll and procurement systems with a single online, fully integrated software application. The project started in July 2016 and it was intended to go live April 2017. There have been some delays in the implementation phase and the revised go live date is November 2017.

The council has used self-evaluation in the past and is looking to further develop its approach

126. Renfrewshire Council has previously used self-evaluation to better understand its business and contribute to developing the corporate improvement plan. Between 2008 and 2015 the council used the Public Service Improvement Framework (PSIF). This is a self-assessment tool that the council uses to measure:

- how well it is delivering customer service
- how well its staff are performing, if they are well trained and if they are motivated
- if its service planning is effective.

127. The council completed two cycles of self assessment, using PSIF. Thirty-five services carried out self-evaluation in the first cycle and 23 services in the second.

128. Following each cycle services identified areas for improvement which fed into their SIPs. A summary of the main themes from all services were reported to the CMT in January 2015. One area for improvement identified was staff communication. Based on feedback from the focus groups there is a recognition that this has improved significantly. Other areas identified for improvement continue

to feature in the current corporate improvement plan and include workforce planning, particularly in respect of succession planning and capacity building.

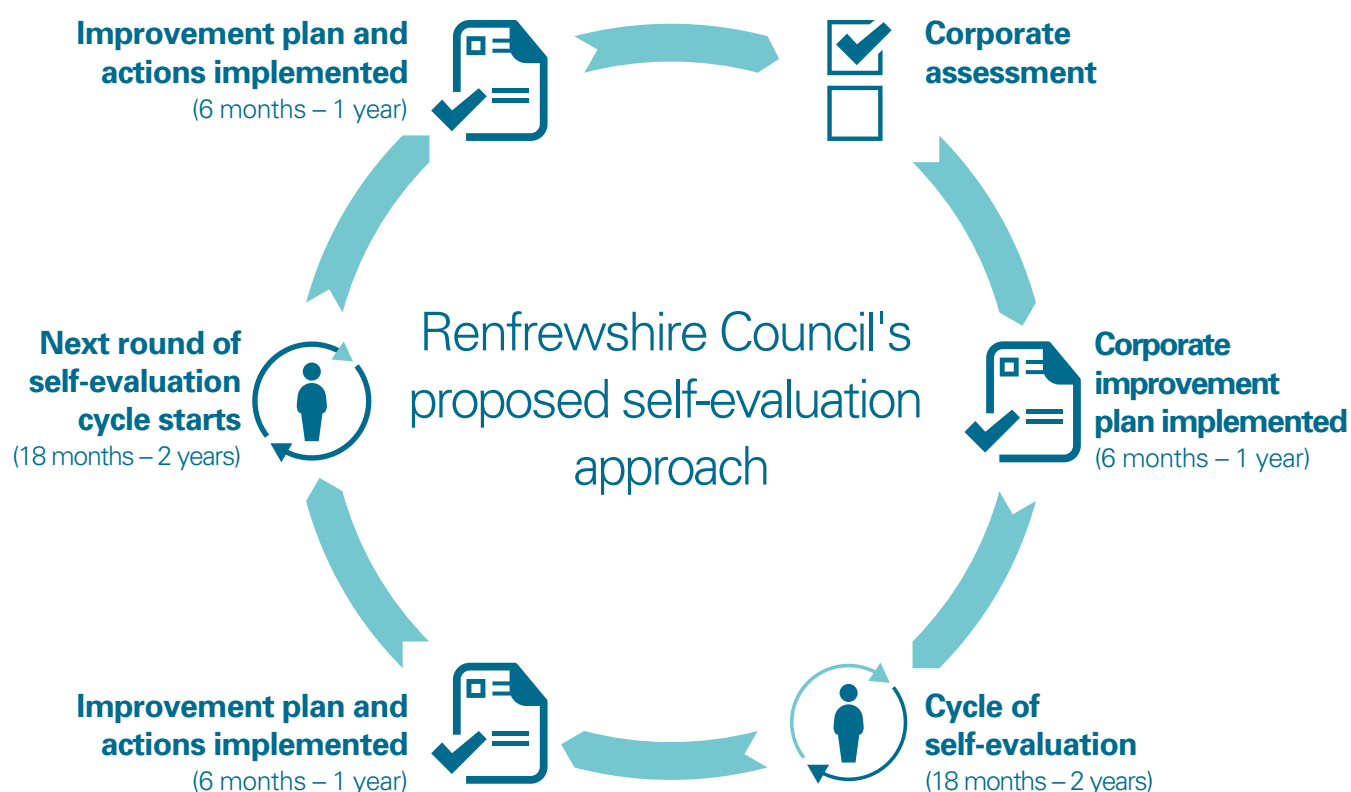
129. As well as PSIF, individual service departments within the council use a range of other self-assessment tools, such as 'How Good is Our School'. Other services, for example criminal justice services and community learning and development services, use self-assessment tools that are supported by other scrutiny bodies through 'validated self-evaluations'.

130. In 2015/16, the council decided not to undertake a PSIF self-assessment exercise for a number of reasons, including the level of restructuring across corporate services, wider policy changes such as health and social care integration and ongoing work on council priorities.

131. The council is re-establishing its approach to self-evaluation as outlined in [Exhibit 14](#).

Exhibit 14

Renfrewshire Council's proposed self-evaluation approach



Source: Renfrewshire Council

132. The council piloted a self-evaluation exercise in summer 2016 which has resulted in a Corporate Improvement Plan. This lists 17 areas for improvement that link to the council plan priorities, 'supporting our employees' and 'continuing to be a well-run council'.

133. The council plans to roll out its new approach to self-evaluation across each service department.

The council recognises the need to continue to develop new approaches in the way services are delivered

134. The council has shown a commitment to review and develop different ways in which services are delivered.

135. The council's culture services transferred to RLL in 2015. The aim is that more people will use cultural facilities to help meet the council's social objectives. Other projects the council has developed to make savings include the reduction from three works depots to one.

136. Phase 3 of the BCCP will consider new change projects to help deliver the forecast recurring annual revenue savings requirements for the two-year period 2018/19 and 2019/20. Work is currently under way to develop options to include in the BCCP looking at council functions that affect several services. These will be appraised and shortlisted for developing outline business cases and the CMT will regularly review them to ensure that the options being developed are appropriate to tackle the ongoing financial pressures on the council.

Recommendations



Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in future. [\(paragraph 21\)](#)

Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively. [\(paragraph 41\)](#)

The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public. [\(paragraph 40\)](#)

The council should develop a detailed medium- and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided. [\(paragraph 90\)](#)

The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings. [\(paragraph 85\)](#)

Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available. [\(paragraph 116\)](#)

The council and its partners need to continue to involve communities and work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented. [\(paragraph 114\)](#)

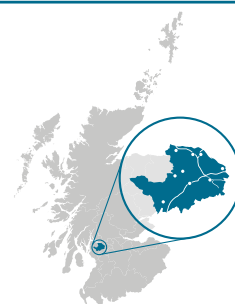
Next steps

Future audit work

137. The audit of Best Value is a continuous process that forms part of the annual audit of every council. Audit conclusions will be reported each year through the Annual Audit Report. As part of our work in 2017/18 we will follow up the progress the council is making to implement the recommendations outlined above.

138. Our audit work will continue to be shaped by the Shared Risk Assessment. This is a joint approach agreed by Audit Scotland and other scrutiny partners such as Education Scotland and the Care Inspectorate, using information about local government to plan scrutiny activity that is proportionate and based on risk. This approach will contribute to the audit intelligence and help us decide about the timing of audits and the focus of audit work at individual councils.

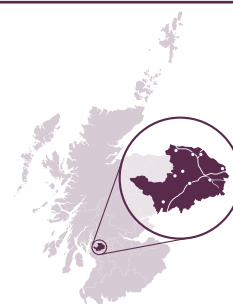
Endnotes



- ◀ 1 *Quality and improvement in Scottish Education 2012-2016*, Education Scotland, May 2017.
- ◀ 2 *Services for children and young people in Renfrewshire*, Report of a joint inspection, Care Inspectorate, 11 December 2015.

Appendix

Best Value audit timeline



July 2006 – Renfrewshire Council: the Audit of Best Value and Community Planning

The council has adopted a modernising agenda to ensure it is in a good position to meet the changing demands on public services. The council has strong and effective leadership. It needs to ensure its political and managerial structures continue to support its business needs.

August 2017 – Best Value Assurance Report: Renfrewshire Council

The Controller of Audit will present a Best Value Assurance Report to the Accounts Commission at least once during the five year audit appointment for each council. This is the second Best Value Assurance Report to be published reflecting this new approach. The report seeks to provide the Commission with assurance on the council's statutory duty to deliver Best Value, with a particular focus on the Commission's Strategic Audit Priorities.

Best Value Assurance Report

Renfrewshire Council

This report is available in PDF and RTF formats, along with a podcast summary at:

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Appendix 2 – Action plan to address recommendations from Renfrewshire Council's BVAR

Audit Scotland Recommendations	What we will do	When will we do this by?	Who is leading on this?
1. Councillors should improve cross-party working, given the financial challenges that exist and the important decisions that will need to be made in the future.	<ul style="list-style-type: none"> Continue to embed Cross Party Sounding Board and identify opportunities for all elected members to work together on issues of common interest and importance for the Council and the Renfrewshire area. 	Ongoing	All elected members
2. Councillors should take advantage of the training and development opportunities that the council provides to ensure they have the necessary skills and knowledge to perform their role effectively.	<ul style="list-style-type: none"> Undertake a review of the current training and development programme through engagement and consultation with elected members, to identify potential opportunities to further support attendance and participation levels. 	31 December 2017	Chief Executive All elected members
3. The council should review its governance arrangements to ensure they provide for a relationship with Renfrewshire Leisure Limited (RLL) that is clear, independent, and more easily understood by the public.	<ul style="list-style-type: none"> Undertake a review of existing governance arrangements between the Council and Renfrewshire Leisure Limited, being cognisant of the findings of the national review of ALEOs currently being undertaken by Audit Scotland. Engagement with Renfrewshire Leisure itself will be a key element of the review. 	June 2018 (subject to publication date of Audit Scotland's national review report)	Chief Executive
4. The council should develop a detailed medium and long-term workforce strategy and plan and implement its organisational development strategy. Implementing both the workforce and organisational development strategies will be critical to managing how future services are provided.	<ul style="list-style-type: none"> Roll-out Performance Development and Review programme across the Council Implement new leadership and management development programmes Provide 6 monthly updates on the recently approved corporate workforce plan to elected members Implement new management arrangements to integrate existing HR, organisational development and programme management 	Ongoing with six monthly updates to board.	Director of Finance and Resources (in consultation with CMT)

	resources within one function to further strengthen the Council's approach to managing change			Director Finance and Resources / Chief Executive (in consultation with elected members)
5. The council is continuing to review how it will achieve the savings required within the medium-term financial strategy. The council should prioritise how services need to be provided in future to meet these savings.	<ul style="list-style-type: none"> Continue to implement the agreed medium term financial strategy which will focus on delivering required savings through the Better Council Change programme, debt smoothing and effective workforce planning. 	March 2020 (<i>end date of Financial Outlook</i>)		
6. Community Planning partners need to plan their budgets and finances together to provide a clearer picture of the overall resources available.	<ul style="list-style-type: none"> Undertake a Strategic Financial Overview exercise on an annual basis with community planning partners. 	Annual basis – March		Chief Executive / Director of Finance and Resources
7. The council and its partners need to continue to involve communities and to work together on joint priorities and to strengthen partnership working. This will provide a positive base to ensure the Community Empowerment (Scotland) Act 2015 is fully implemented	<ul style="list-style-type: none"> Finalise review of Local Area Committees in Renfrewshire Publish Renfrewshire's Community Plan 2017-2027 Embed new governance arrangements for community planning in Renfrewshire, developing shared work plans and priorities in consultation with partners, communities and people. Develop locality plan arrangements in line with the requirements of Community Empowerment legislation, with particular focus on working with partners to engage with those people who are most impacted by poverty in Renfrewshire. 	December 2017 1 October 2017 March 2018 June 2018		Chief Executive



To: Council

On: 28 September 2017

Report by: Chief Executive and Director of Finance & Resources

Heading: Investment in 2021 Venues and Town Centre Infrastructure

1. Summary

- 1.1. Members will be aware that, since July and the announcement of Paisley's successful shortlisting, the 2021 Partnership Board and the bid team have been working continuously to respond to the demands of the Stage 2 submission, which will ultimately determine whether Paisley will host the UK City of Culture title in 2021. It is therefore essential that all partners, including the Council, do everything possible to give the Town's bid the best possible chance of success.
- 1.2. The investment proposals contained in this report for members' final approval played a key role in the success of our Stage 1 bid for UK City of Culture 2021, with a substantial proportion of the necessary resources already committed by the Council to these plans, in the setting of its 2017/18 budget. A critical element of our Stage 2 bid, as attached at item (b), is to demonstrate that progress has been made since Stage 1 in both the funding and planning for the delivery of key elements of the infrastructure required to deliver a successful year of culture. The package of proposals and recommendations for investment in 2021 venues and infrastructure set out in this report, are therefore an essential element of the submission of our Stage 2 bid. Members will be aware that the full commitment of the Council to the delivery of this investment will be vital to the success of the town's bid.
- 1.3. The critically important role that culture and heritage plays in supporting economic and community vibrancy has been reflected in the long-term priority the Council has placed on investment in cultural, heritage and community assets across Renfrewshire over the last decade. Within this strategic context, the Council has been progressing for a number of years the

implementation of a cultural led economic regeneration programme within Paisley town centre.

- 1.4. To date the ongoing implementation of this strategy has included a range of targeted investment in strategically important assets within the town centre including the museum, the new museum store, the new learning and community hub in the High Street, and the redevelopment of both the Arnotts site and Russell Institute.
- 1.5. This report sets out the next phase of investment in key assets, to progress the delivery of the long term strategic regeneration agenda for the town centre. These investment proposals will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure, both critical requirements to both meet the demands and delivery of the programme for the UK City of Culture 2021, the final bid for which is attached at item (b) for members' approval.
- 1.6. Members will be aware that the benefits of winning this title for Paisley, and the wider Renfrewshire area, are transformational. The details of the 'step changes' we plan to make as a result of winning are summarised in full in the Stage 2 bid for members' review. Winning the title will boost the local economy by £175 million, create and sustain more than 4,700 jobs for local people in the cultural, creative, tourism and digital sectors, it will bring over 800,000 visitors to the area during 2021 and it will radically improve Paisley's image and reputation, reconnecting our famous Paisley Pattern back to its home town globally. The partnership are determined that the strong tangible benefits of winning will be shared across the population of Renfrewshire, helping to reduce inequalities, and increase the numbers of children and adults participating in a range of cultural activities. In addition, a winning bid will drive new investment into the town, reducing vacancy rates and a quicker restoration of our heritage buildings, currently at risk.
- 1.7. The package of investment outlined in this report, therefore, will not only meet the Council's obligations to protect, maintain and future-proof its buildings and infrastructure, and improve services to the Renfrewshire communities, but will play a critical role in driving the far-reaching benefits of winning the UK City of Culture title.

2. **Recommendations**

- 2.1 It is recommended that the Council
 - I. Note the content of the report and the importance that the full package of investment proposals outlined in the report have in directly supporting the 2021 bid, attached at item (b) on this agenda, as well as delivering the long term regeneration objectives for Paisley Town Centre and the wider Renfrewshire area.

- II. Approve that the Council now make provision in its medium to longer term debt smoothing strategy and financial planning arrangements, to supplement the resources already committed by the Council in its 2017/18 budget to support the prudential borrowing required to allow the full suite of investment outlined in this report to be progressed for delivery by 2021.
- III. Approve that the early enabling works outlined at Section 5.3 be progressed, and that a full report on the overall proposed programme of works be provided to members for their consideration at a future Board cycle, in advance of work commencing.
- IV. Note that regular reporting arrangements to the appropriate board will be provided through the development and delivery phase of the investment programme.

3. **Background**

- 3.1 The Council has recognised the critically important role that culture and heritage plays in supporting and stimulating both economic growth and vibrancy as well as community participation and cohesion. This has been reflected in the priority the Council has placed on delivering investment in key cultural, heritage and community assets across Renfrewshire over the last decade, focusing both on key town centre facilities and important community based facilities across the wider Council geography. Within this strategic context, the Council has been progressing for several years the implementation of a major cultural led economic regeneration programme within Paisley town centre.
- 3.2 To date the ongoing implementation of this town centre strategy has included a range of targeted investment in strategically important assets within the town centre including the museum, the new accessible museum store, the new learning and community hub, and the redevelopment of both the Arnotts site and Russell Institute.
- 3.3 To maintain progress and momentum that has now been established in delivering this regeneration agenda, there is a need for the Council to deliver a further and critical phase of investment interventions in key assets and infrastructure, specifically to support its Stage 2 bid for UK City of Culture 2021. The range of investment proposals set out in this paper will address major lifecycle maintenance needs in key assets as well as directly supporting improvements and modernisation of cultural venues and town centre infrastructure.
- 3.4 In addition to delivering required long-term maintenance of key assets, the underlying objective of the investment proposals is foremost to provide an improved civic and town centre infrastructure platform from

which to stimulate and deliver the long term economic regeneration objectives in the town. At the same time, the investment will ensure the town's venue and infrastructure will be capable of meeting the demands and delivery of the programme for the UK City of Culture 2021.

- 3.5 The following sections 4 through to 6 of the report set out the proposed investment intervention across key indoor and outdoor venues, town centre public realm, transport and accessibility.

4. Investment Proposals – Indoor Venues

4.1 Paisley Town Hall

- 4.1.1 The Council, on 20 April 2017, considered a report which outlined the lifecycle maintenance upgrade requirements for Paisley Town Hall. It was highlighted to members in the report that preliminary surveys and maintenance operations had identified the electrical and mechanical installation elements to be close to end of life status. Consequently, the town hall has been identified as requiring priority investment as part of the Council's capital lifecycle maintenance programme in order to protect the long term condition and operational suitability of the building. This will involve the complete replacement of the building's electrical and mechanical plant, asbestos removal, improved access to the building and re-decoration. This is now considered necessary to allow the building to remain operational, meet health and safety standards and retain its insurance cover as a community facility. It is estimated that this would be a minimum investment of £12 million. However, no physical internal improvements or changes would be visible to the community or the users of the hall if this was the limit of the investment.

- 4.1.2 Recognising the significance of the undertaking and disruption and timescales involved in delivering major lifecycle maintenance of this scale, members agreed that it was appropriate from both a financial and operational perspective to consider what other interventions the Council may wish to implement at the same time. Further that a key objective of any significant material investment of this nature would be to deliver improvements that would modernise and future-proof how the facility operates as a modern town centre venue and would actively contribute to the cultural economic regeneration objectives for Paisley and the wider Renfrewshire area. Members will also be aware that the Town Hall will play a crucial role in the staging of our 2021 Events programme.

- 4.1.3 In this context, an extended investment option for Paisley Town Hall has been developed. This considered not only the lifecycle maintenance requirements, but measures that could be delivered at the same time to modernise the operational working capability and ultimately the range of events and services that the building could provide as a town centre venue. In addition to addressing mechanical

and electrical life cycles issues, the options set out to address the following opportunities:

- To address the civic requirements for the community
- To provide increased performance capacity in order to attract the highest quality performances
- To enhance the visitor/patron experience
- To address physical access issues inherent in the building
- To build an improved business model for service provision

4.1.4 These works will ensure the town hall becomes a lively, vibrant venue for Paisley, Renfrewshire and West Central Scotland and ensure business growth opportunities through a wide range of events and experiences growing income and usage which ultimately will reduce ongoing revenue support from the Council. The proposed works include improvements to the main hall auditorium; improvements to the stage area, including alterations to height, flexibility and access; increased dressing room provision, and technical improvements to acoustics and lighting, along with more extensive decorative improvements. There would also be a new function suite created, and full kitchen facilities and bar provision. This extended option, at an estimated cost of £22 million, would fully meet the objectives outlined at paragraph 4.1.3 and is fundable from the resources already set aside by the Council in its budget for 2017/18 for this purpose, supplemented by £4 million borrowing supported by the anticipated net income growth achievable from the facility.

4.1.5 It is therefore recommended to Council that this investment is approved, and officers are asked to now proceed to prepare a detailed design for the building, and make preparations for procurement of the work.

4.2 **Paisley Arts Centre**

4.2.1 The Arts Centre is a long established cultural venue and is known locally and nationally for its performance programme. It will play an important role in the delivery of the 2021 cultural programme, particularly for smaller events and local artists. This facility has also reached a stage in its natural lifecycle where it requires upgrade, and in order for it to fully function in 2021, it is recommended that the proposed work is approved and taken forward.

4.2.2 Similar to the Town Hall, proposals for the upgrade of the venue have considered the priority lifecycle maintenance requirements as well as functional upgrades required to continue to host the events at an estimated cost of £2.5 million, capitalising ultimately on the range of offers that the building can provide as a venue, and includes the following:

- Renew all electrical and mechanical installations

- Rationalisation and upgrade of toilet provision throughout the building
- Provide changing accommodation to rear of the building for performers
- New seating bank and reconfiguration of staging
- Full decoration and access improvements

5. Outdoor Venue Capacity and Infrastructure Investments

5.1 Investment to enhance the availability of modern and flexible outdoor venue space as well as the town centre infrastructure has been identified as a key area requiring to be addressed to support both the bid for 2021 but also more the longer term regeneration objectives for the area. In this context the following investment proposals have been developed as outlined below, for recommendation to members.

5.2 St James Playing Fields

5.2.1 Following the Council meeting in June of this year, officers were remitted to provide to the Leadership Board an alternative option for the development of sports facilities at St James Park, taking into account requirements for outdoor space to accommodate large scale events.

5.2.2 A report in this respect was provided to the Leadership Board on 19th September. The option outlined in that report would provide for the upgrade of the St James playing field site and the pitch at the existing Ferguslie Park Sports Centre. Together with the existing facilities at the Ferguslie Sports Centre, this would provide significantly redeveloped facilities, and importantly, the upgrade of the grass surfaces and provision of an area to support temporary staging. Along with a new purpose built pavilion which would include an area to provide cafe facilities during events to ensure increased usage, development of the Council's outdoor events programme and financial viability for the site.

5.2.3 The proposed redevelopment would also include provision of an enhanced access road and enhanced car parking which would improve access and alleviate the current parking and congestion issues associated with the site.

5.2.4 St James playing field was identified in the Stage 1 bid as a key outdoor venue to play a significant role in hosting the delivery of large outdoor events in the lead up to and during a successful bid for UK City of Culture in 2021, and it is now proposed to proceed with detailed design, and preparations for procurement and delivery.

5.3 Town Centre Public Realm, Flexible Outdoor Space, Travel and Accessibility Improvements

- 5.3.1 In support of both the bid for UK City of Culture 2021, and the long term wider regeneration strategy for the town centre, high level master planning activities have been taken forward to identify key infrastructure improvements across public realm and flexible outdoor space as well as travel and accessibility arrangements in and around approaches to the town centre.
- 5.3.2 In this context, the work completed to date has identified that intervention in the following areas would deliver both short and long term sustainable improvements in the town centre:
- Public Realm
 - Pedestrian and cycling routes and access,
 - Public Transport Improvements
 - Junction and roadway improvements
 - Improved use of Land and building uses,
 - Potential gateway and arrival spaces,
 - Barriers to pedestrian movement,
 - Building frontages and access to buildings, and
 - Improvements to Lighting and Public Art.
- 5.3.3 It is recognised that the master planning work undertaken has been at a strategic level and has identified a considerable range of potential short, medium and longer term options that would support major improvements to the development and regeneration of the town centre. There is a requirement for this high level work to be further progressed in order for a sufficiently detailed and prioritised programme of proposals to be developed. This prioritised programme requires to be physically deliverable for Paisley 2021 whilst maximising the benefits that support both Paisley 2021 as well as the longer term economic legacy benefits for the town centre.
- 5.3.4 In support of the 2021 bid, it is recommended that the Council commits at this stage to a financial provision of up to £10 million to support a detailed programme of investment that would emerge from this detailed development phase. To advance this next stage there is a need to commit to take forward a range of detailed development, enabling and early preparation works over the coming months at a cost of approximately £350,000 funded from this financial commitment. Following completion of this phase of development work, the detailed programme of investment will be reported and presented for consideration at a future board cycle, prior to commencement of the delivery phase. Subject to the outcome of the bid, members will at that point be able to take a view on the scale and priorities of the investment to be taken forward.

6 **Galbraith's Building, 56-58 Back Sneddon Street, Paisley**

- 6.1 If successful in the bid to host UK City of Culture in 2021 a further venue capable of hosting large to medium scale contemporary art

installations and provide accommodation for non- traditional performance and visual art/multi art form work such as the Turner Prize is required. The building at 56-58 Back Sneddon Street has been identified as the building most suitable for this purpose within easy reach of the town centre.

- 6.2 In negotiations with the owner of the building an option to purchase has been secured over the building and access has been provided to carry out exploratory surveys. These surveys have confirmed that a degree of investment is required to bring the building up to a useable and appropriate standard as a venue during the year of culture at an estimated cost of £3.5 million including full refurbishment costs and the purchase cost of the building itself.
- 6.3 Exercising the option to purchase the building and the subsequent works would only be taken forward if Paisley is successful in becoming UK City of Culture 2021.

Implications of the Report

- 1. **Financial** – The package of investment proposals contained in this report totals £45.7 million, proposed to be funded from existing resources already budgeted by the Council (£18 million), new income generated by the enhanced facilities to support investment (£4 million) and supported by prudential borrowing to be built into the Council's long term financial planning arrangements.
- 2. **HR & Organisational Development** - None
- 3. **Community Planning**
Empowering our Communities –
- 4. **Legal** – None at present
- 5. **Property/Assets** – the report outlines a range of proposals which will significantly enhance and improve a wide range of property and infrastructure assets, and which are essential to the delivery of the 2021 Programme.

6. **Information Technology** - None.

7. **Equality & Human Rights** - None

The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report as further work is necessary to provide detail of proposals. A further report detailing options will be presented to the Policy Board and will take account of equality and human rights issues.

8. **Health & Safety** - None

9. **Procurement** – All necessary contracts will be progressed using the agreed Council procedures.

10. **Risk** - None

11. **Privacy Impact** - None

12. **Cosla Policy Position** – Not applicable

List of Background Papers

- (a) Background Paper 1
29 January 2014 Economy & Jobs – Paisley Heritage Asset Strategy
25 June 2015 Council – Paisley's Bid for UK City of Culture 2021
20 April 2017 Council - Paisley's Bid for UK City of Culture 2021

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Mary Crearie ext. 6256.

Author: Sandra Black



To: Council

On: 28 September 2017

Report by: Chief Executive

Heading: Paisley's Final Stage Bid for UK City of Culture 2021

1. Summary

- 1.1 The UK City of Culture title is a competition developed by the UK Government's Department for Culture, Media and Sport (DCMS) in consultation with the devolved administrations in Scotland, Wales and Northern Ireland. The competition to select the UK City of Culture is managed by the UK Government. Members first agreed to consider entering the competition for UK City of Culture 2021 in January 2014, when they approved the Paisley Town Centre Heritage Asset Strategy – "Paisley the Untold Story". Council subsequently agreed at the meeting on 25 June 2015 to give authority to the Chief Executive to put in place the necessary arrangements and resources to take forward a bid for Paisley to compete for UK City of Culture 2021.
- 1.2 The Paisley 2021 Partnership Board was formed in September 2015 to put in place a whole of town partnership to drive forward the development of the bid. The first stage bid was submitted on 28 April 2017, and we were advised that the Paisley bid had been successful in reaching the shortlist stage of the competition on 14 July 2017.
- 1.3 The deadline for the final stage bid is 29 September 2017. The Partnership Board at its meeting on 18 September 2017 endorsed the contents of the final stage bid, and this paper seeks the approval of Council, as lead partner, to submit the final bid on behalf of Paisley. Members will appreciate that the competitive nature of the bidding process means that confidentiality of the contents of the bid document itself is necessary. For that purpose, and also recognising the importance of members having the opportunity to access the bid before they are asked to consider it for approval, the document has been made available for review over a number of days in advance of the Council

meeting. In addition, Members will be aware that a private seminar for all councillors took place on Wednesday 27 September 2017 in the Council Chambers to provide an opportunity to hear a presentation of the bid, with time for members' questions to be answered.

2. Recommendations

2.1 It is recommended that:

- i. Council approves the submission of the final stage bid on behalf of the partnership for Paisley to become UK City of Culture 2021.
- ii. Council notes the competitive nature of the bidding process and the requirement to maintain the confidentiality of the content of Paisley's bid, even after submission.
- iii. Council notes that the final outcome of the bid will be announced in December 2017 in Hull.
- iv. Council notes and welcomes the overwhelming level of support that has been received from across the community, local and national partners, and the business community during the bidding process.
- v. Council authorises the Chief Executive to take forward all necessary arrangements to prepare for the judges' visit to Paisley and for the final presentation of the town's bid to the judging panel.
- vi. Council agrees that if Paisley is successful in winning the competition that the Chief Executive is authorised to take forward all necessary arrangements to activate and implement the mobilisation plan contained in the Stage 2 bid submission.

3. Background

3.1 The UK City of Culture programme was developed by the UK Government to build on the success of Liverpool as European Capital of Culture 2008 and the Cultural Olympiad in 2012, by creating a national cultural event spread over a year, focused on a particular city or urban area. The UK City of Culture programme aims to:

- encourage the use of culture and creativity as a catalyst for regeneration,
- promote the development of new partnerships, and
- encourage ambition, innovation and inspiration in cultural and creative activity,

Cities and areas who bid for the title need to spell out their vision for UK City of Culture and how they will use it, making a step change in their area and creating a lasting legacy.

- 3.2 Derry-Londonderry was the first UK City of Culture in 2013. A four year cycle for the programme has been established and Hull was selected as UK City of Culture 2017, and currently holds the title. Paisley is one of 5 places that have been shortlisted to the final stage of the UK City of Culture 2021 competition. The others are, Coventry, Sunderland, Stoke-on-Trent, and Swansea.
- 3.3 The UK City of Culture 2021 will need to:
- Deliver a **high quality cultural programme** that builds and expands on local strengths and assets and reaches a wide variety of audiences over the course of the year;
 - Deliver a programme that uses culture and creativity to lead to **lasting social regeneration** through building engagement, widening participation, supporting cultural diversity and cohesion, contributing to the localism agenda and reaching out to sectors of the community who are disenfranchised and isolated;
 - Create a **demonstrable economic impact** from the programme, through investment and innovation in culture and creativity;
 - Demonstrate a clear approach to **maximising the legacy and evaluating the impacts** from being UK City of Culture
 - Present **realistic and credible plans** for managing, funding and delivering the programme and its legacy.
- 3.4 Following the submission of the first stage bid, and the shortlisting decision, we received positive feedback about the strengths of the Paisley Bid, and a revised set of guidance for the final stage bid which clearly specifies the additional information required. The final stage bid, does not require repetition of the initial bid, rather it requires a recap or succinct summary of elements of the bid, with more specific and detailed information on the delivery of the bid, including management and governance arrangements, how legacy will be delivered and sustained, detailed information on budgets and funding commitments, and the status of agreements reached with cultural and business partners and sponsors, along with a detailed mobilisation plan to demonstrate capability for maintaining momentum and delivery immediately on being announced the winner.
- 3.5 The final stage bid document has been made available for members to view in the lead up to the Council meeting. The document summarises the vision, and themes of the bid, the step changes we plan to achieve, examples of the types of cultural events we plan to host, and the economic, social, and tourism impacts that winning the competition will deliver for Paisley and the wider area, together with the more detailed information specified in 3.4.
- 3.6 Members may also be aware that a number of the judges plan to visit Paisley to meet with the senior leadership team who are driving the bid from across the town's partnership, both to get to know Paisley better as a potential host for the competition, and to engage in a technical session with the bid team to examine the detail of our submission. Following this the team will present Paisley's bid to the full judging panel on 6/7 December in Hull. An announcement on the winning place is expected in December.

Implications of the Report

1. **Financial** – Members' attention is drawn to pages 8 and 9 of the bid document, and Tables 6,7 and 8, which detail the outline budget and funding strategy for the bid. Any questions on this part of the bid can be directed to the Director of Finance & Resources.
2. **HR & Organisational Development** - Members' attention is drawn to pages 18 to 23 which outlines the proposed management and governance arrangements for the delivery of UK City of Culture 2021. Any questions on this can be directed to the Chief Executive.
3. **Community Planning** – Table 3 sets out the step changes that are envisaged to be delivered, and pages 4 to 6 set out a recap of the social, economic and tourism impacts, all of which will contribute to the delivery of community planning priorities.
4. **Legal** – the Paisley UK City of Culture 2021 Company is being registered with companies house and will be activated in the event of winning the competition.
5. **Property Assets** – A programme of investment in Council owned venues and public realm is an essential element of the bid and is necessary to ensure the town is ready and capable of hosting the year long programme, as outlined at item (a) of the agenda.
6. **Information Technology** – not applicable
7. **Equality & Human Rights** - Significant work has been undertaken to ensure that equalities groups and lesser heard citizens have been engaged in the development of the bid, and to ensure that equalities groups and disadvantaged communities are reflected in the programme itself, and engagement and participation is tracked and evaluated.
8. **Health & Safety** – not applicable
9. **Procurement** – not applicable
10. **Risk** – not applicable
11. **Privacy Impact** – not applicable
12. **COSLA Policy Position** – all Scottish local authorities formally backed Paisley's bid for UK City of Culture 2021 at the COSLA leaders meeting in August 2017.

List of Background Papers

- (a) Background Paper 1
 - 29 January 2014 Economy & Jobs – Paisley Heritage Asset Strategy
 - 25 June 2015 Council – Paisley’s Bid for UK City of Culture 2021
 - 20 April 2017 Council - Paisley’s Bid for UK City of Culture 2021

The foregoing background papers will be retained within Development & Housing Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Mary Crearie ext. 6256.

Author: Mary Crearie



To: Council

On: 28th September 2017

Report by: Chief Executive

Heading: Council Plan 2017-2022

1. Summary

- 1.1 The Council Plan is a key strategic document, which sets out for Council employees, local people, businesses, partner organisations and voluntary organisations, what the Council is aiming to achieve over a period of time.
- 1.2 Along with Renfrewshire's Community Plan, the Council Plan provides a "golden thread", ensuring that the key strategic priorities of the Council translate into specific actions within service improvement plans, in order that there is clarity on the role that all Council services play in terms of delivering on these objectives.
- 1.3 The new Council Plan 2017-2022 has been developed during summer 2017 in tandem with the development of the Renfrewshire Community Plan 2017-2027. Developing these plans together, provides a real opportunity for the Council, with key community planning partners, to agree the outcomes which all will focus on achieving going forward. Critically both plans were considered and developed through the Cross Party Sounding Board in August 2017.
- 1.4 The Council is facing a period of real change, challenge and uncertainty. Significant financial challenges will continue to be managed by the Council in light of for example reduced funding levels and factors such as Brexit, whilst at the same time addressing the impact of demographic change and the changing needs of local people, communities and businesses.
- 1.5 There is a need for the Council to embrace the opportunities which these types of challenges can unlock, particularly in relation to cultural and

economic regeneration, community empowerment and digitalisation of services. The Council Plan 2017-2022 therefore requires to be an ambitious yet flexible strategic plan, which will support the organisation to remain agile and to address new challenges and opportunities over the period as required.

- 1.6 The Council Plan and Community Plan have been developed through an extensive programme of work:
- Using the information the Council and its partners have about local people, businesses, communities and services, to identify potential challenges and opportunities for Renfrewshire.
 - Consultation and engagement with communities through a series of public events, local area committee meetings and an online survey of local people.
 - Identifying key themes and priorities through discussions with strategic partners, community planning governance structures and elected members.
- 1.7 A key element of the development process, was the consideration of the Council Plan and Community Plan as part of a joint session of the Cross Party Sounding Board on 22 August 2017. At the session, elected members engaged in a discussion on the priorities emerging from the consultation and engagement process, and gave direction on the focus of the both Plans as they were finalised.
- 1.8 The Council Plan 2017-2022 is attached as Appendix 1 of this report. The Plan sets out the following vision:
- “Working together for a thriving and connected Renfrewshire, creating opportunities for all”**
- 1.9 The plan itself is high level in nature and sets out how the Council will work with partners, communities and businesses to progress 5 key outcomes:
- Reshaping our place, our economy and our future
 - Building strong, safe and resilient communities
 - Tackling inequality, ensuring opportunities for all
 - Creating a sustainable Renfrewshire for all to enjoy
 - Working together to improve outcomes
- 1.10 Detailed actions and performance measures relating to these outcomes will be driven forward through Service Improvement Plans. It will be important to ensure that the organisation can evidence the progress it has made in terms of delivering on the Council Plan, and that regular reports are provided to elected members, members of the public and all other interested stakeholders at local and national level.
- 1.11 A performance framework for the Council Plan will be developed, ensuring that 6 monthly updates on implementation can be provided to elected

members. The performance framework will be finalised and reported to the Leadership Board in December 2017.

- 1.12 Regular updates will also be provided through our public performance reporting mechanisms such as our annual report –“It’s All About You”.

2. Recommendations

2.1 It is recommended that members:

- approve the Council Plan 2017-2022 attached as Appendix 1;
- note that the Council Plan was considered by the Cross Party Sounding Board on 22 August 2017;
- agree that a performance scorecard for the Council Plan will be developed and reported to the Leadership Board in December 2017; and
- agree that 6 monthly updates on progress will be reported to the Leadership Board.

3. Background

3.1 The Council Plan is one of three important sets of documents that, taken together, describe what the Council is trying to achieve over the coming years and how it is going to do this:

- The Council Plan summarises the Council's priority objectives over a period of usually 3-5 years and the actions it will take to deliver these objectives.
- The Community Plan summarises the priorities for Renfrewshire that the Council and its community planning partners (the other public bodies and third sector organisations that deliver services within Renfrewshire), have identified and agreed that can best be achieved by working closely together. The Community Plan usually covers a longer period of time than the Council Plan and the current plan runs for ten years from 2013 to 2023.
- Service plans detail the activity that each Council service will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan. These plans also identify the activity that each Service will be carrying out to improve the services they provide and make them more efficient.

3.2 The Council Plan 2017-2022 and Renfrewshire Community Plan have been developed over 2017 in tandem, representing a significant opportunity for both plans to be aligned, and importantly for the Council and partners to jointly agree the strategic outcomes which will be targeted over the period.

- 3.3 A significant programme of work has been undertaken over the summer for both plans including:
- Using the information the Council and its partners have about local people, businesses, communities and services, to identify potential challenges and opportunities for Renfrewshire.
 - Consultation and engagement with communities through a series of public events, local area committee meetings and an online survey of local people.
 - Identifying key themes and priorities through discussions with strategic partners, community planning governance structures and elected members.

- 3.4 The priorities which were identified through this process for both the Community Plan and the Council Plan were scrutinised by the Cross Party Sounding Board at its first meeting on 22 August 2017. Elected members had the opportunity to discuss the emerging themes and priorities and to inform the final stages of development of both plans.

4. Key outcomes

- 4.1 The Council Plan 2017-2022 is a high level strategic plan which sets out for elected members, communities, businesses and partners what this organisation will aim to achieve over the period. The plan is focused on driving improvements across 5 outcomes:

- Reshaping our place, our economy and our future.
- Building strong, safe and resilient communities.
- Tackling inequality, ensuring opportunities for all.
- Creating a sustainable Renfrewshire for all to enjoy.
- Working together to improve outcomes.

- 4.2 The organisation's focus is on improving outcomes and tackling inequalities; outcomes which are intrinsically linked to the Community Plan 2017-2027. The Council Plan effectively sets out the organisation's role in working towards those partnership outcomes.

- 4.3 The plan provides a flexible framework which will guide strategic planning and policy development across the Council. Given the scale and pace of challenge with which the Council is faced, there is a need for the organisation to remain alert to opportunities and to remain focused on ensuring that the benefits of these opportunities are felt widely. The current framework for the Council Plan will allow the organisation to address new challenges and opportunities and report on these as they emerge over the period of the plan.

5. Next steps

- 5.1 The Council Plan is a key strategic document for the organisation, setting out for partners, elected members, employees, local people, businesses and

communities the key priorities which the Council will focus on going forward. It's important that regular updates are provided on performance against these priorities. To provide assurance and confidence about progress made, it is proposed that a performance framework of key actions and measures is developed and submitted for approval to the Leadership Board in December 2017.

5.2 In addition it is proposed that the Council continues to:

- Find out what local people think about the Council Plan and performance through for our example the Public Services Panel
- Detail performance through the annual performance report – “Its All About You”
- Develop initiatives in response to this Plan which will be detailed within Service Improvement Plans and in our Renfrewshire Magazine. Progress reports on service improvement plans are provided to members every six months and are available publicly.

Implications of the Report

1. **Financial** – The key outcomes targeted through the Council Plan and associated initiatives will require to be managed within existing resources, with additional investment secured where appropriate. The financial pressures facing the organisation remain substantial, however the Council was recognised as having “effective financial management” in the recent Best Value Assurance report published by Audit Scotland.
2. **HR & Organisational Development** – The Council Plan highlights how the organisation will continue to develop its approaches to workforce planning, organisational development and the support which is offered to employees.
3. **Community Planning** – The Council Plan is closely aligned to Renfrewshire’s Community Plan 2017-2027, with the Council Plan clearly demonstrating the organisation’s contribution to progressing the key priorities highlighted within the Community Plan.
4. **Legal** – n/a
5. **Property/Assets** – n/a
6. **Information Technology** – n/a
7. **Equality & Human Rights** - *none*
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals’ human rights have been identified arising from the recommendations contained in the report because for example it is for

noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

- 8. **Health & Safety** – n/a
- 9. **Procurement** – n/a
- 10. **Risk** - n/a
- 11. **Privacy Impact** – n/a
- 12. **COSLA** - n/a

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Renfrewshire Council Plan 2017-2022

Thriving People, Connected Communities

“Working together for a thriving, connected Renfrewshire,
creating opportunities for all”

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Introduction from the Leader and Chief Executive

This is an exciting, yet challenging time for Renfrewshire. The Council, with its partners, has recognised that there is a real opportunity to transform the future of our place and its people by building a shared vision for Renfrewshire which will improve life chances in a fair and inclusive way.

Our approach is very much about building on our strengths. Renfrewshire is a place with a rich history, strong resilient communities and great economic potential. We need to use these strengths to address the widening inequalities that exist in terms of outcomes such as attainment, employment, poverty and health. Whilst drawing geographical boundaries is not the answer, we need to do more to address the fact that the life chances for people living just a few streets apart can be starkly different. We need to make sure that everyone is able to benefit from the economic growth that we are aiming to achieve.

Key to this is our children and young people. We need to keep working hard to give them the best start in life and to improve life chances, working closely with families and providing support where this is needed. With partners, we will look at working in different ways with some of the most vulnerable children and adults that we support, aiming to improve outcomes and supporting more people to live safely and independently within their own homes and communities. We will work to lift people out of poverty, promoting skills and learning for life and ensuring that local people are able to gain the skills and training they need to access sustainable employment.

Our population is changing. Like other areas in Scotland, we need to respond to the needs of an increasingly ageing population and encourage more people to live and work in Renfrewshire to increase our working age population. Ensuring people live in well designed places, with good quality and affordable housing, and good schools, leisure facilities and transport links will be critical to our success.

However we need to get the business as usual right. Local people and businesses rely on the Council, and on the statutory role that we have to make sure that the environment in which people live provides good quality of life. We will continue to focus on improving the customer experience - getting it right for customers first time – whether this is a housing repair or a special uplift, it's important that local people have confidence in the quality of service being provided.

The financial challenges facing this council are significant, with savings of approximately £20m per annum potentially required over the next few years. At the same time, the needs and expectations of our customers are changing. We will progress our transformation plans for the organisation, and ensure that we do more to involve local people, groups and organisations in the changes that the Council will need to make going forward. Community empowerment legislation provides new opportunities to support communities to get more involved in influencing and delivering services.

The Council as an organisation is well placed to face these challenges, and embrace new opportunities which arise. We provide good quality services and we have a great workforce, with people going above and beyond every day to ensure people get the support they need. We will continue to develop and support our employees to ensure they have the skills and flexibility required to deliver our shared vision for Renfrewshire.

The call for action is to **work together for Renfrewshire, creating opportunities for all.**

Our place

Renfrewshire is a place of outstanding natural beauty, home to Clyde Muirshiel Regional Park and a vast range of parks, woodlands and green space. Covering an area of some 270 square kilometres, the Renfrewshire area hosts major towns such as Paisley, Renfrew and Johnstone, and a number of attractive villages and settlements.

In terms of population, Renfrewshire is the 10th biggest local authority area in Scotland with a population of around 176,000. Over the 15 year period to 2010 the population did decline, but has in recent years increased and is projected to remain relatively stable at the current level. This brings challenges with a projected decline in the working age population of in the region of 13% over the next 20 years coupled with 79% increase in the number of people aged 75+ over the same period.

Renfrewshire is a thriving area for business and economic activity, with Glasgow Airport within its boundaries and excellent transport links across the West of Scotland, nationally and internationally. Employment levels in Renfrewshire have returned to levels experienced before the crash of 2008, with key sectors of employment being in the health and care sectors, transportation and manufacturing.

The area itself is an attractive place for people to move to, with property prices on average being lower than the national average. Levels of crime have also been falling, with a 3% reduction in reported crimes over the past 5 years.

Renfrewshire has a proud cultural heritage, with Paisley having the second highest concentration of listed buildings in Scotland. From historic museums, civic buildings, mills and observatories, the area has a rich history and thriving local cultural scene which is driving local regeneration plans and supporting the development of the area as a prospective tourism destination.

Renfrewshire has lots to offer and many strengths and assets to build on. One of the most critical challenges for the Council and its partners is addressing the gap that has emerged between different communities in Renfrewshire, with the life chances of some being very negatively impacted by poverty, poor health, and unemployment.

More than 1 in 5 children are growing up in poverty in Renfrewshire. According to the Scottish Index of Multiple Deprivation, 13 areas (or datazones) are within the 5% most deprived in Scotland.

Alcohol and drug misuse are major elements of ill health in Renfrewshire, contributing to the 6th highest rate of drug related deaths in Scotland and the fourth highest rate in Scotland of hospital stays that are related to alcohol use. Parental neglect and addiction have a significant impact on Renfrewshire's children. Almost 700 children in Renfrewshire are looked after by the authority – the fifth highest in population terms in Scotland.

With partners, we continue to take forward focused programmes of work which aim to engage differently with local people and communities to address these challenges and to reduce differences in life chances. Critical to this approach is “inclusive growth” – making sure that opportunities from growth and investment are available to everyone, particularly those most disadvantaged.

Our organisation

With a net budget of approximately £380m, and over 7900 employees, Renfrewshire Council provides a diverse range of services to local people, businesses and communities.

The Council has a vital role to play locally; shaping the places which people live and work in, driving the local economy, providing education and learning, supporting and caring for vulnerable people and facilitating local democracy.

The findings from recent audits and inspections confirm that Renfrewshire Council is performing well, managing its resources effectively and making a positive difference to local communities. The recent Best Value Audit Assurance report published by the Accounts Commission states:- “Renfrewshire Council continues to improve and is making encouraging progress in the performance of its services”.

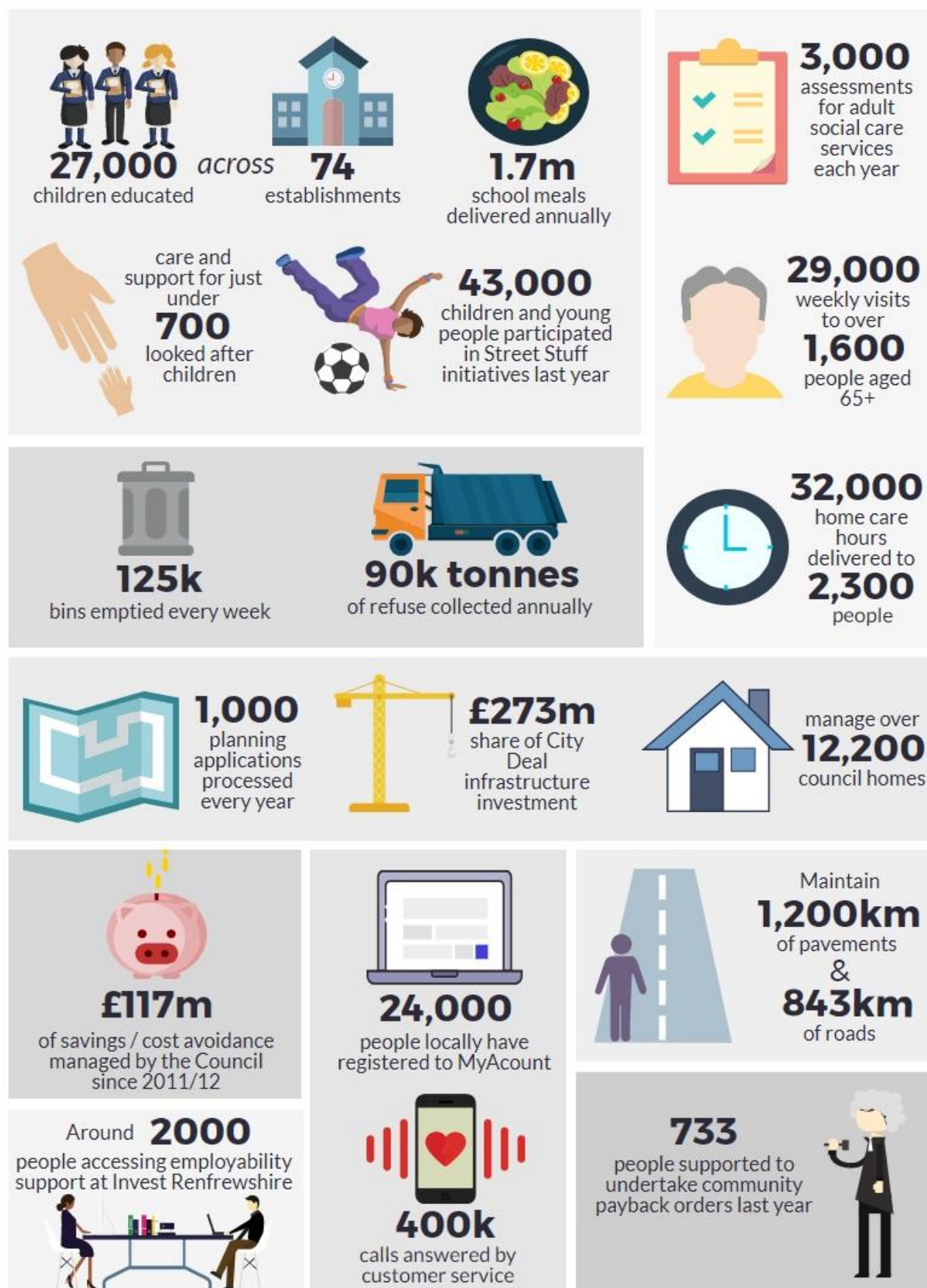
The organisation has a strong track record of innovation and embracing new approaches to service delivery. Since 2011/12, the Council has managed a total of £117 million of savings and cost pressures. The Better Council Change Programme has been an important element of the Council’s approach to transformation and supporting longer term financial sustainability.

Partnership is key to what we do in Renfrewshire. From driving economic and cultural regeneration to providing housing and education, the Council works with a range of partners across the business, public, third and community sectors to improve outcomes. There is a strong partnership focus on early intervention and prevention, working together to ensure that we get the best use of the resources we have and focus on improving outcomes for local people.

What difference do we make?

- 83 % adults agree Renfrewshire is a safe place to live.
- 92% residents surveyed have positive perception of their quality of life.
- Income maximisation initiatives linked to tackling poverty in Renfrewshire have put over £4m back into the pockets of local people over the past 2 years of the programme.
- For the first time in Renfrewshire, pre-5, primary and secondary education for children with additional support needs is now available in the new-build Riverbrae School.
- 94% of our school leavers last year have accessed a training, education or employment placement.
- Over 100 Families have taken part in our Functional Family Therapy programme. Twenty-five young people deemed to be at high risk of being accommodated have been supported to remain at home.
- Partnership initiatives in relation to community safety have led to a 65% reduction in the number of reports of antisocial behaviour between 2009/10 and 2016/17.
- Over 800 affordable houses were built in Renfrewshire between 2011-2016.
- The Carbon Management Team has successfully reduced carbon emissions across public buildings, fleet, waste, street lighting and staff travel by over 20% (from 2012/2013 baseline).

Key facts



Strategic Outcomes

Our vision: Working together for a thriving and connected Renfrewshire, creating opportunities for all

We will work together with partners, businesses, local people and communities to target 5 outcome areas, creating opportunities for all. These are outlined below and the key areas of activity which we will progress are highlighted under each of the 5 outcomes.

1. Reshaping our place, our economy and our future

- Driving economic and cultural regeneration
- Growing our working age population
- Promoting learning and skills for life
- Driving our local economy / new sectors
- Delivering required infrastructure
- Promoting tourism
- Maximising the benefits from City Deal and City Region investment
- Supporting youth employment
- Fostering “Inclusive Growth”
- Regenerating town centres
- Being ready for Brexit
- Embracing digital opportunities

2. Building strong, safe and resilient communities

- Empowering communities
- Working with partners to keep people safe
- Embedding community justice arrangements
- Protecting children and adults
- Supporting vulnerable people
- Tackling issues related to private landlords
- Tackling serious and organised crime
- Ensuring availability of affordable housing
- Driving housing regeneration
- Supporting independent living and social isolation
- Providing high quality care and support services
- Delivering community based services
- Leading on civil contingencies and resilience planning

3. Tackling inequality, ensuring opportunities for all

- Promoting skills and learning for life
- Fostering “Inclusive Growth”
- Developing new approaches to tackle in work poverty
- Tackling drug and alcohol misuse
- Celebrating youth!
- Improving mental health and wellbeing
- Addressing health inequalities
- Tackling the poverty related attainment gap
- Driving attainment for all
- Delivering on expansion of early years provision
- Ensuring young people achieve positive, sustainable destinations
- Supporting Young carers
- Celebrating diversity
- Promoting active lifestyles

4. Creating a sustainable Renfrewshire for all to enjoy

- Driving carbon management activities
- Leading on local environmental management issues
- Addressing flood management issues
- Ensuring effective business regulation
- Supporting fairtrade
- Keeping local places clean and attractive
- Facilitating increased recycling and reducing waste
- Supporting access to woodlands, public spaces, and cycling paths
- Promoting sustainable food

5. Working together to improve outcomes

- Ensuring financial sustainability
- Providing good quality services
- Delivering the Better Council Change Programme
- Being ready for potential structural change e.g. education governance
- Strengthening our partnership approach
- Embedding a new approach to self evaluation
- Improving the customer journey / My Account
- Implementing our agreed approach to workforce planning
- Promoting learning and development opportunities for employees
- Achieving employee recognition
- Embracing new ICT developments and opportunities

DRAFT

I. Reshaping our place, our economy and our future

We want everyone to know that Renfrewshire is “open for business”. Our economy is of national importance, with a significant proportion of Scotland’s manufactured exports coming from the area. The area has had its challenges however, with a sustained period of decline for industry and investment having a long term negative impact on employment and population growth.

In recent times positive opportunities for growth and investment have emerged, and the Council and its partners have shared ambitions to maximise opportunities arising from City Deal and participation across the wider Glasgow City Region, from culturally-led regeneration, tourism and emerging digital and manufacturing sectors locally.

Renfrewshire has a number of great assets which we can use as a catalyst for growth:- the potential accessibility of our towns and town centres with great connectivity through major transport hubs and Glasgow Airport; our heritage and culture which we will use to encourage visitor numbers and tourism; and the skills and potential of local people who must be able to reap the benefits of this growth.

Critical to our success will be our ability to grow Renfrewshire’s working age population which is anticipated to decrease by 13% between 2014 and 2039. The current economic climate will make it challenging to fund the infrastructure that is needed to support economic and population growth including housing, schools and roads, and in our cultural assets and heritage. The Council will be ambitious in its approach, ensuring that there is a lasting legacy for the Paisley 2021 bid.

What are our priorities?

- Driving the local economy by identifying and supporting growth in new sectors which provide employment and training opportunities for more people.
- Delivering significant programmes of economic and cultural regeneration which will transform Renfrewshire and its prospects.
- Investing and delivering on infrastructure, promoting accessibility and attracting investment in our area.
- Making Renfrewshire a truly “Digital” location, which is ready to embrace and maximise the benefits of digital change.
- Promoting Renfrewshire as a place to live, work in and visit.
- Achieving recognition for local cultural excellence.

What we will do:

- Deliver our City Deal Projects - the Glasgow Airport Investment Area, the Airport Access Project, Clyde Waterfront and Renfrew Riverside and City Region wide employment programmes.
- Support the Regional Economic Framework and locally driving economic progress through the Renfrewshire Economic Leadership Panel.
- Progress our digital ambitions, implementing free public wi-fi across our town centres and working with partners to promote digital skills and development.
- Invest in our cultural and economic infrastructure, transforming Paisley Town Hall, Paisley Learning Hub and Paisley Museum.
- Deliver on the ambitions of our town centre strategies, and specifically working with partners to transform Paisley Town Centre.
- Continue to invest in infrastructure to support growth – from road and rail links to bridges, cycle and pedestrian routes.
- Implement our destination marketing plans.
- Deliver a range of diverse and exciting events to increase visitor numbers and grow local event attendances.
- Work to increase the number of new business and social enterprise start ups in Renfrewshire, using innovative approaches to encourage entrepreneurship and innovation.
- Proactively work with absent landlords to bring some of the area’s most valued assets back into use.
- Support growth activity in relation to emerging manufacturing, digital, culture and food industries locally.

2. Building strong, safe and resilient communities

Renfrewshire's people and communities are our best asset. There is a thriving network of community groups, organisations and expertise locally, with real potential to maximise emerging opportunities arising through new community empowerment legislation.

The places and houses in which people live are fundamental to quality of life. We have worked hard in recent years to progress significant housing regeneration programmes, and we will need to do more to ensure that quality, affordable housing is available to meet the changing needs of Renfrewshire's population.

With partners, we will continue to focus on public protection. In Renfrewshire, we have seen a 3% reduction in crime since 2013/14, with a 65% reduction in the number of incidents of antisocial behaviour over the last 5 years. Initiatives such as the Community Safety Partnership Hub have been recognised as best practice approaches nationally. Challenges remain in relation to levels of gender based violence, cyber crime, drug-related crime and wilful fire-raising. In terms of wider protection issues, there are increasing levels of individual vulnerability that partners will continue to work together on. For example, Renfrewshire has high numbers of children impacted by parental neglect and drug and alcohol misuse and has also seen a significant increase in the number of adult protection concerns raised.

Partnership work in relation to counter-terrorism and civil contingencies will also be a key priority for the Council going forward, ensuring that the Renfrewshire area is able to respond effectively to challenges that emerge.

What are our priorities?

- Working with partners to ensure local communities are safe and vibrant places to live.
- Protecting vulnerable people, and ensuring people receive the care and support they need to live safely and independently within their own homes and communities.
- Ensuring that local people have access to quality, affordable housing.
- Strengthening existing community networks and empowering local people to become more involved in their area and the services delivered there.
- Working with communities to support the regeneration of some of our most disadvantaged areas.
- Ensuring all towns and villages in Renfrewshire are better connected and able to participate in social, cultural or economic activities across the Renfrewshire area.

What we will do:

- Deliver the Local Housing Strategy to ensure good quality and affordable housing is available which meets the needs of the local population going forward.
- Work to tackle unregistered private landlords to ensure required housing standards are met.
- Implement recommendations flowing from the national reviews of child protection and the care system.
- Continue to develop residential provision in childcare.
- Work with key partners in local areas to empower people to develop and deliver services, assets and facilities in their local communities.
- Develop and deliver strategies for how the Council will respond locally to the risks posed by serious organised crime and terrorism.
- Design a new way of working with key partners to improve outcomes for the most vulnerable adults in our area, ensuring they get the right support at the right time.
- Along with our key partners we will monitor and review the impact of the range of services we provide to homeless people and those threatened with homelessness.
- Develop and deliver phase 2 of the Renfrewshire Community Safety Partnership Hub.
- Implement a new approach for Local Area Committees.
- Work with communities to develop local action plans to tackle the issues people care about most.
- Make Renfrewshire a leader in supporting volunteering within communities.
- Continue to modernise our school estate, maximising opportunities for communities to benefit from new facilities.

3. Tackling inequality, ensuring opportunities for all

Significant inequalities exist across Renfrewshire's communities. The economic challenges of the past have had a long term impact on the life chances of local people with a widening gap evident in terms of educational attainment, employment, health and wellbeing and poverty.

Renfrewshire is home to some of the most deprived areas in Scotland, but we can no longer think of deprivation and inequality as solely being related to where we live. There is a need to think bigger and tackle the "new face" of poverty: - poverty affecting those who are working and still struggling to make ends meet. This needs a different approach:- taking forward initiatives which target the inequalities being experienced by specific groups of people, whilst ensuring that everyone is able to access opportunities which will improve their lives. We will ensure there is a focus on "inclusive growth", so everyone can benefit from Renfrewshire's regeneration.

A key focus for the Council will be children and young people. We will drive improvements in educational attainment for all, whilst tackling the poverty-related attainment gap. Working with partners, we will ensure that children get the best start in life and thrive in supportive learning environments, homes and communities. We will work hard to celebrate the achievements of young people and involve them meaningfully in services and in the work of the Council.

Renfrewshire is a place where diversity can be celebrated. We will continue to work with partners and communities to recognise the different needs that people may have, and ensure that we continue to listen to the voices of those not often heard.

What are our priorities?

- Lifting communities out of poverty and ensuring that everyone is able to benefit from economic and cultural regeneration plans.
- Ensuring our children get the best possible start in life and thrive in supportive learning and care environments.
- Focusing on the poverty related attainment gap, and working with partners to make sure young people can achieve success after leaving school.
- Tackling health inequalities, promoting healthy lifestyles, physical activity and positive mental health.
- Celebrating diversity within our communities, and ensuring that the voice and needs of different groups within society are heard.

What we will do:

- Deliver a range of interventions to support financial inclusion across Renfrewshire.
- Take forward a "Celebrating Youth" programme, offering young people in Renfrewshire the chance to get involved and to participate in a range of social, cultural, digital and sport activities.
- Introduce a youth and equalities forum as a key element of local engagement.
- Ensure Renfrewshire is a "Child Friendly" place where children are nurtured and thrive.
- Further develop our early years curriculum to support new legislation and in particular the additional hours being allocated for early learning and childcare.
- Provide high quality education and support to narrow the poverty related attainment gap.
- Deliver approaches to help mitigate the impacts of welfare reform.
- Working with local equalities led community groups and employees to implement specific and meaningful equalities outcomes.
- Develop innovative approaches for tackling social isolation across all groups in society.
- Take forward targeted action to address the number of drug related deaths in Renfrewshire.
- Maximise use of leisure assets in Renfrewshire, promoting positive health and mental wellbeing.
- Review support for young carers, identifying opportunities to improve life chances.

4. Creating a sustainable Renfrewshire for all to enjoy

Renfrewshire has a rich and varied natural environment. We have wildlife and nature conservation sites of national and international importance, protected woodlands, parks and green spaces.

The Council has a lead role and a duty to protect the environment and the health of local people living in our communities. Working with partners, we have made great progress: - introducing energy efficient street lighting, increasing our use of alternative fuel, making Council buildings more energy efficient and actively working to increase recycling and reduce waste sent to landfill.

Climate change is critical to us all and we will continue to work to drive energy efficiency, monitor and improve air quality and to put into place appropriate flood management plans. Going forward an emerging area will be our focus on sustainable food. Food is an important but often overlooked part of daily life, from how it is grown to how it is transported and consumed. We want to celebrate food locally and plan to work with partners to achieve Sustainable Food Cities Status and promote the whole system of food. There are clear links to our work in relation to food poverty and healthy lifestyles.

We also want to do more to encourage people to enjoy our green spaces, get more active, try woodland walks, enjoy physical activity in our parks and gardens, and be supported to use allotments and get growing themselves.

What are our priorities?

- Working with local communities to make Renfrewshire a cleaner place in which to live, visit or do business in.
- Promoting sustainable approaches to everyday life, minimising waste, increasing recycling levels and energy efficiency.
- Developing a new approach to the local food system – from the food that we grow and eat, to promoting the area as place to visit for good food.
- Developing our outdoor places and spaces and encouraging communities to use and enjoy them.
- Leading the way in terms of sustainability, ensuring council assets are energy efficient, and increasing use of alternative energy sources.

What we will do:

- Work to meet the challenging targets set in our carbon management plan – through our council fleet, street lighting, public realm and floodlight strategy for example.
- Ensure a residual waste treatment and disposal facility is fully operational by 2019 as part of the Clyde Valley Waste Management Solution to ensure that all waste collected by authorities is diverted from landfill.
- Deliver the requirements of the Scottish Household recycling charter and related service charges.
- Finalise the delivery of the project to replace all street lighting in Renfrewshire with LEDs.
- Deliver a refreshed Air Quality Action Plan to improve air quality for Renfrewshire.
- Review and update Renfrewshire's Sustainable Food Strategy and achieve Sustainable Food City Status.
- Deliver the Team Up, Clean Up campaign throughout Renfrewshire, involving local communities.
- Ensure that the Council's integrated enforcement policy is adhered to, ensuring businesses and communities are treated fairly and consistently.

5. Working together to improve outcomes

The Council has a strong track record of managing its resources effectively, as recognised recently by Audit Scotland. The financial challenges facing the Council are unprecedented. It's estimated that the Council may have to save up to £40m over the first two years of this Council plan alone.

At the same time, the organisation needs to keep up with both the pace of change and the needs of local people. We have been working to change the way in which customers can engage with the Council through services such as My Account and investing in the back office systems that we use, but we recognise the need to do more. Meaningful consultation and engagement with local people, businesses and communities will also need to be a priority as we move forward with transformation plans.

To support our staff to deliver this change, we will continue to develop a culture of innovation and of staff recognition within the organisation. We will invest in learning and development opportunities for staff to ensure that the organisation is flexible and ready to face future challenges.

What are our priorities?

- Ensuring the Council remains financially sustainable and continues to provide good quality and efficient services.
- Continuing to invest, develop and engage with staff, ensuring that the organisation can address challenges and maximise opportunities.
- Fostering a culture of innovation and improvement and using greater business intelligence to ensure that services are designed and delivered to meet future needs.
- Strengthening local and national partnership working, maximising the opportunities arising from policy and structural change.

What we will do:

- Continue to manage the Council's resources, ensuring financial sustainability of the organisation.
- Take forward opportunities for transformation, innovation and efficiency through our Better Council Change Programme.
- Review existing strategic partnership agreements and work with community planning partners to identify opportunities to share and connect resources.
- Develop our data and analytics function, working with partners to build a better picture of how to improve outcomes for local people, businesses and communities using an early intervention approach.
- Continue to modernise our services, taking advantage of new technologies to deliver better, more accessible and more efficient services that meet customer needs – such as My Account.
- Engage with proposed changes to education governance and local democracy, maximising opportunities for the organisation and communities.
- Implement an action plan for the organisation, addressing any recommendations from the recent Best Value Audit.
- Roll-out the Performance Development and Review programme across the Council
- Implement new leadership and management development programmes.
- Fully embed our staff “intrapreneurship” programme and recognising staff for success.
- Implement our workforce plan for Renfrewshire Council.

How will this Plan work?

Renfrewshire Council has a robust strategic planning framework, which ensures that the Council works effectively at partnership, organisational and service level to plan and deliver services, and improve outcomes for local people, businesses and communities.

The Council Plan is one of three important sets of documents that, taken together, describe what the Council is trying to achieve over the coming years and how it is going to do this:

- The Council Plan summarises the Council's priority objectives over a 5 year period and the high level actions it will take to deliver these objectives.
- The Community Plan summarises the priorities for Renfrewshire that the Council and its community planning partners (the other public bodies and third sector organisations that deliver services within Renfrewshire) have identified and agreed that can best be achieved by working closely together.
- Service plans detail the activity that each Council service will be undertaking to contribute to the successful delivery of the Council Plan and the Community Plan.

As set out in this Council Plan, the organisation and the services we provide will need to change in response to both the challenges and opportunities ahead.

Our staff are at the heart of the services we deliver across Renfrewshire and it is their skills, performance and commitment that will determine the extent to which the organisation can deliver the priorities set out in the Council Plan.

The organisation's workforce plan sets out how we intend to support our employees through this process of change. It has been developed in consultation with trade unions and internal stakeholders.

We will continue to involve and engage staff as we modernise and improve services, seeking views on how to implement effective change.

Thinking outwards, we are committed to strengthening the way we engage with our communities, supporting them to influence the way in which services are delivered.

How will we know what difference we have made?

The Council Plan is a key strategic document for the organisation, setting out for partners, elected members, employees, local people, businesses and communities the key priorities which we will focus on going forward.

It's important that we provide regular updates on our performance against these priorities. To provide assurance and confidence about progress made, we will:

- Develop and agree a suite of performance actions and measures which we will report progress on to members every 6 months.
- Find out what local people think about our plans and our performance through for our example our Public Services Panel
- Tell you more about our progress through our annual performance report – “Its All About You”
- Develop initiatives in response to this Plan which we tell you about within our Service Improvement Plans and in our Renfrewshire Magazine. Progress reports on service improvement plans are provided to members every six months and are available publicly.



To: Council

On: 28th September 2017

Report by: Chief Executive

Heading: **Community Plan – “Our Renfrewshire 2017-2027”**

1. Summary

- 1.1 The Community Plan sets out the key priorities for Renfrewshire which will be targeted by community planning partners with local communities over a 10 year period.
 - 1.2 The Community Empowerment Act 2015 has introduced a statutory requirement for community planning partners to publish a new ten year Local Outcomes Improvement Plan by 1 October 2017 (hereafter referred to as the “Community Plan”).
 - 1.3 The development of a new Community Plan is a shared responsibility between the statutory Community Planning Partners across Renfrewshire. It has been developed in partnership, and will be delivered through the Community Planning governance arrangements which were reviewed and refreshed in late 2016.
 - 1.4 The new Community Plan has been developed in tandem with the new Council Plan, reflecting the importance of read-across between the two major strategic planning documents for the Council.
-

2. Recommendations

- 2.1 Members are asked to:

- Note the Council shares statutory responsibility for the Community Plan with the other Community Planning Partners in Renfrewshire
 - Note that the Community Plan was considered by the Cross Party Sounding Board on 22 August 2017
 - Endorses the Council's role in the delivery of the Community Plan
 - Notes that the Community Planning Partnership Oversight Group will provide oversight of the Council's contribution to the Community Plan, and will receive progress reports on a 6-monthly basis.
-

3.

Background

3.1

The Council has robust strategic planning arrangements at partnership, organisation and service levels. These arrangements are regularly refreshed and reviewed in order to comply with the requirements of the Scottish Government and relevant legislation.

3.2

The Community Plan (Local Outcome Improvement Plan) sets out the key priorities for Renfrewshire which will be targeted by community planning partners with local communities over a 10 year period.

3.3

The Community Empowerment Act 2015 has introduced a statutory requirement for community planning partners to publish a new ten year Local Outcomes Improvement Plan by 1 October 2017 (hereafter referred to as the "Community Plan").

3.4

Guidance states that the Local Outcome Improvement Plan should provide a vision and focus, based on agreed local priorities, that enables partners to deliver real change in impact for local communities, with a strong approach to performance management, governance, accountability and operating arrangements.

3.5

The LOIP must demonstrate and provide evidence of:

- Understanding of local needs, circumstances and aspirations and how engagement with local communities, business and third sectors has developed this understanding
- Identification of communities that experience poorer outcomes than others in the area or elsewhere in Scotland

3.6

In addition to the area-wide LOIP, Community Planning Partnerships are also required to produce and publish by 1 October 2017, at least one Locality Plan, to be determined by the CPP, in order to reduce inequalities

of outcome resulting from socio-economic disadvantage. This can be based on communities of place and communities of interest.

3.7

The requirement to produce a Community Plan during the same period of development as a new Council Plan, represents an opportunity for the Council to work with partners to strengthen and refocus strategic planning arrangements as required. Both the new Community Plan and new Council plan have been developed in tandem to ensure read across between these key strategic planning documents.

4

Community Planning Priorities

4.1

The following themes and priorities have been developed as the strategic framework of the Community Plan.

4.2

Our Renfrewshire is thriving: Maximising economic growth, which is inclusive and sustainable

- Growing our working age population by encouraging people to stay here, and attracting new people to settle here
- Identifying opportunities for economic growth across the City Region, and developing thriving and sustainable cultural, creative, digital and manufacturing sectors
- Achieving Inclusive Growth by making sure Renfrewshire's investment and opportunities deliver for all
- Equipping people with the skills and pathways to access opportunities and making sure people can access work which affords them an acceptable standard of living
- Making sure the infrastructure is in place to support growth in local economy and population (such as housing, transport and schools)
- Promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally

4.3

Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities

- Promoting wellbeing and good mental health, particularly in our young people
- Promoting healthy lifestyles that support both physical and mental health
- Tackling isolation and loneliness, by connecting people to their communities, and to partners
- Enable people to live healthier, for longer, by supporting our older population to stay active
- Developing strong community-based services that respond to local need
- Enabling communities to have their voice heard, and influence the places and services that affect them

4.4

Our Renfrewshire is fair: Addressing the inequalities which limit life chances

- Ensuring our children get the best possible start in life

- Addressing the poverty related attainment gap, and young people can achieve success after school
- Identifying people's needs early, by sharing information and working together
- Tackling health inequalities and narrowing the gaps in healthy life expectancy
- Reducing drug and alcohol misuse in our communities
- Ensure that people currently facing disadvantage get access to opportunities to improve their health, skills and income

4.5 Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm

- Protecting vulnerable adults and children, ensuring they can live safely and independently
- Tackling domestic and gender based violence
- Managing risk of harm and offending behaviour
- Supporting prison leavers within the community justice arrangements
- Making sure we are ready to respond to major threats and crisis

4.6 In addition to these themes, there is also a strategic priority which articulates the priorities for ensuring effective partnership working arrangement and the cross-cutting principles to be applied to each of the priorities.

4.7 A Community Planning Partnership which is sustainable and connected

- Listening and responding to the needs of communities, and partners
- Sharing data and intelligence across the partnership
- Identifying opportunities to share and connect public, private and third sector resources to reduce inequalities
- Supporting people to access the right service at the right time, reducing demand on acute and response services
- Empowering communities to provide sustainable services

4.8 In addition to the above points around how the Community Planning Partnership undertakes to work together, a number of cross-cutting themes have been identified to underpin all the activities within the Community Plan including: fair, sustainable, digital and involved.

5

Locality Plan

5.1

All community planning partnerships in Scotland are required to develop one or more Locality Plans associated with the area –wide Local Outcome Improvement Plans, to be published by 1 October 2017.

5.2

The purpose of the Locality Plan is to demonstrate that the Community Planning Partnership understands local needs and has a plan to improve outcomes for all, but with a focus on reducing inequalities where outcomes are currently poorest. Locality Plans can refer to either communities of place or communities of interest.

5.3

It is proposed that Renfrewshire start with a single Locality Plan for people living in areas within the 5% most deprived in Scotland, as evidenced through the Scottish Indices of Multiple Deprivation. A total of 8,911 people in Renfrewshire live in the 5% most deprived areas in Scotland.

5.4

This will focus action on improving communities whose outcomes are poorest in terms of income and employment, health, education and skills, crime and access to services. This will allow partners to target efforts for communities with the most disparate outcomes in Renfrewshire, which working on the commonalities between these communities.

6

Development of the Community Plan

6.1

A significant body of work has been undertaken across the partnership to inform the development of both the Council and the Community Plan. The approach taken has adopted the following key themes:

6.2

Theme 1 – Using the information the Council and its partners have about local people, businesses, communities and services, to identify potential challenges and opportunities for Renfrewshire.

6.3

Work has been undertaken with partners to gather and analyse data jointly. Existing data sources have been considered together for the first time in this way, which has included analysis of rich sources of data such as the All Children's Study which represents the voice of 10,000 children and young people in Renfrewshire. In addition, all thematic boards within the previous Community Planning Governance arrangements participated in workshops to identify evidence and priority evidence to be explored.

6.4

Theme 2- Consultation and engagement with communities

6.5

This process has involved engaging with communities and with different partner organisation across sectors. Officers have used the Place Standard tool to consult on what it's like to live and work in local communities. Consultation sessions have also allowed officers to test some of the findings from the data analysis and check whether the findings resonate with local people. Engagement has been undertaken with Community Councils and Local Area Committees.

6.6

Community events were held during June and July 2017 in Renfrew, Johnstone, Paisley, Langbank, Erskine, Lochwinnoch and Linwood during June and July 2017. These events presented information on strategic needs and priorities and used the Place Standard tool and pledge cards to gather views of people on their communities. Following these events, the Place Standard has been issued electronically via survey monkey to gather in as many views as possible. In response to requests, further engagement events have also taken place with communities of interest such as youth groups, STAR Project, and the Head Injuries Group.

6.7 *Theme 3 – Identifying common themes and priorities*

6.8 Following collation of the strategic needs assessment and consultation response, work has been underway to identify common themes and priorities. These have been tested with senior representatives from community planning partners and with senior Council officers. The emerging themes and strategic priorities of the Community Plan have been discussed at both the Cross Party Sounding Board and the Community Planning Partnership Group, offering insight from elected members from across the spectrum of political groups across Renfrewshire.

7 **Next Steps**

7.1 The Community Plan will be published on the 1st October 2017, following approval from Community Planning Partners. Following this, the partnership will work on developing detailed actions and targets through the new Community Planning governance arrangements.

Implications of the Report

1. **Financial** - There are no direct financial implications from the approval of the Community Plan, but as a strategic policy document it should be anticipated that the Council will reflect these priorities in its own planning and resource allocation.
2. **HR & Organisational Development** – There are no direct HR and Organisational Development implications from the Community Plan.
3. **Community Planning** – The attached Community Plan sets out the priorities of the Community Planning Partnership for the next 10 years, and will significantly influence all community planning work across the area.
4. **Legal** – The publication of the Community Plan meets the statutory requirements of the Community Empowerment (Scotland) Act 2015.
5. **Property/Assets** – Not applicable
6. **Information Technology** – Not applicable
7. **Equality & Human Rights** - One of the primary purposes of the plan is to address inequalities, therefore it is anticipated that the plan will have a positive impact on Equality and Human Rights. An Equality

Impact Assessment has carried out to support the development of this plan.

8. **Health & Safety** – Not applicable
9. **Procurement** – Not applicable
10. **Risk** –. The Community Plan outlines some key strategic risks shared across the Community Planning Partnership, such as demographic changes and financial pressures.
11. **Privacy Impact** - Not applicable
12. **COSLA Implications** – Not applicable

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Our Renfrewshire

Renfrewshire's Community Plan 2017-2027

Our Renfrewshire is the Community Plan for the ten years 2017-2027 and is also Renfrewshire's Local Outcome Improvement Plan, as required by the Community Empowerment (Scotland) Act 2015.

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Introduction

Renfrewshire faces a number of exciting opportunities over the next ten years which we want to harness, and make sure everyone can feel the benefit of those opportunities. We also face significant challenges, which we will only overcome by working together.

Our Renfrewshire has been developed together and signed up to by key public, private and third sector organisations. It marks a shared responsibility to work together to get things right for people in Renfrewshire, and a real commitment to addressing the inequalities that exist.

The content of Our Renfrewshire is the result of a conversation with partners and local people about opportunities, challenges and aspirations, informed by a comprehensive data and evidence set.

The vision for our Community Plan is: “Working together to make Renfrewshire a fairer, more inclusive place where all our people, communities and businesses thrive”

Our priorities:

Our Renfrewshire is thriving: Maximising economic growth, which is inclusive and sustainable

Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities

Our Renfrewshire is fair: Addressing the inequalities which limit life chances

Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm

About Renfrewshire

Renfrewshire is made up of 3 historic towns; Paisley, Johnstone and Renfrew, along with a number of smaller villages and thriving rural areas.

Global employers sit alongside our historic town centres, and the area boasts world-class culture, heritage and architecture and one of Scotland’s biggest retail destinations, Braehead. We are a major exporter of goods.

Renfrewshire is a gateway to other parts of Scotland, the UK and beyond - home to one of the busiest train stations in Scotland, Paisley Gilmour Street, and to Glasgow Airport.

We are home to both a University and a Further Education college, the University of West of Scotland and West College Scotland.

We have impressive natural green spaces on our doorstep, such as Clyde Muirshel Regional Park and the Gleniffer Braes.

We are proud to be part of the Clyde Valley City Region,¹ and many of our aspirations are regional. Sometimes referred to as in the 'shadow' of Glasgow, we prefer to see our proximity to Glasgow as one of our strengths, and a chance to join forces and maximise the value of the opportunities we share.

Renfrewshire's People

Renfrewshire is the tenth largest local authority area in Scotland, with 175,930 people living here.

We also face a number of population challenges over the coming decades, which will have a big impact on the way we deliver public services.

The population is predicted to stay static for the next 20 years², although recent statistics shows promising growth. Like many areas across Scotland, our population is ageing, as people live longer. This means that unless we can attract more people to come and live in Renfrewshire, or the birth rate rises, the proportion of our population who are working age will shrink. As the population ages, household composition is changing too, with more people living in single households.

While we have less ethnic diversity than other parts of Scotland, we have people across Renfrewshire from rich and varied ethnic backgrounds, and a growing black and minority ethnic population. We have long-standing black and minority communities, such as our south Asian community, alongside a significant number of economic migrants from the European Union who have moved here to work, and many of whom have chosen to settle and raise their families in Renfrewshire. We also have some very new communities who are here as a place of safety, such as the Syrian refugees who have been resettled here. International students from across the world come here to study at our University and College.

The numbers of disabled people in Renfrewshire is also slightly higher than across Scotland, with around a fifth of people reporting a disability. Our disabled community is a diverse one, with many types of disabilities including physical, intellectual, sensory or mental health. Although disability can affect anyone at anytime in their life, lots of people develop disabilities as they get older. This means that as our population ages, it's likely our disabled population will grow too.

We know that just under a quarter of children in Renfrewshire are living in poverty, and that child poverty is rising. This is a key concern as poverty in childhood has a severe limiting effect on the prospects of that child both in the present and later in life. We also know that the nature of poverty is changing too, with poverty rising amongst the young, working and renting. Two thirds of children living in poverty are living in a household where at least one person is working.

¹ [Glasgow City Region Economic Action Plan](#)

² Population growth is estimated at less than 0.2% per annum for the next ten years, which is below that expected in other Scottish urban areas.

Our Renfrewshire is thriving: Maximising economic growth, which is inclusive and sustainable

Our priorities

- Growing our working age population by encouraging people to stay here, and attracting new people to settle here
- Identifying opportunities for economic growth across the City Region, and developing thriving and sustainable cultural, creative, digital and manufacturing sectors
- Achieving Inclusive Growth by making sure Renfrewshire's investment and opportunities deliver for all
- Equipping people with the skills and pathways to access opportunities and making sure people can access work which affords them an acceptable standard of living
- Making sure the infrastructure is in place to support growth in local economy and population (such as housing, transport and schools)
- Promoting a positive image and reputation of Paisley, and Renfrewshire as a whole, in Scotland, the UK and internationally

Renfrewshire's economy faces a number of significant opportunities to grow our economy and make our area more prosperous.

We have developed a Strategic Economic Framework provides a clear sense of direction for Renfrewshire's economy, and clearly linked to our role in the regional economy of the Glasgow City Region. We have set up a Renfrewshire Economic Leadership Panel demonstrates our commitment to working in partnership with our business community to achieve our goals.

Case Study: The £1.13bn City Deal will bring tens of thousands of jobs to the Glasgow City Region through 20 infrastructure projects. Three of these will be delivered in Renfrewshire; the Airport Access Project, the Glasgow Airport Investment Area, and the Clyde Waterfront and Renfrew Riverside. Together these projects will transform local and regional connectivity, resulting in job opportunities through business growth and inward investment. Through using our 'buying power' for these big contracts, we will also be able to unlock additional community benefits.

It's important that economic growth in Renfrewshire delivers for all our communities, as we strive to make sure that all our residents can access the benefits of that growth. We need to make sure that we create good quality work which affords an acceptable standard of living³, and that people are equipped with the skills and infrastructure to access jobs and progress their careers in Renfrewshire and across the City Region. We recognise the benefits of economic growth are about more than how much money people have - whether it be education, life expectancy, or employment prospects, success is often patterned by socio-economic status, wealth and assets, sex, age or the places where people live.

What is Inclusive Growth? Inclusive Growth is economic growth that creates opportunity for all segments of the population and distributes the dividends of increased prosperity, both in monetary and non-monetary terms, fairly across society.

³ 1 in 5 jobs in Renfrewshire pay less than the voluntary National Living Wage.

Paisley has launched its bid for [UK City of Culture 2021](#), which we hope will be a catalyst in our plans to grow a cultural and visitor economy based on our significant heritage assets, internationally recognised textiles, art and natural history collections. This increased focus and investment in creative, cultural and digital industries will transform not just Paisley, but all of Renfrewshire.

Regeneration plans for our town centres, and also making sure that our villages continue to thrive, are central to our efforts to ensure that Renfrewshire is a great place to live, work and visit. As well as the arts and culture events themselves, we're pushing ahead with plans to regenerate [Paisley Town Centre](#) including new library and museum facilities, new housing and improving transport connections.

We have seen great improvements in employment levels over the last few years, with employment levels now restored to where they were before the crash in 2008⁴. One of our biggest achievements has been our rising youth employment figures, moving from being one of the poorest performing areas for youth unemployment, to one of the best in Scotland.

Small and medium businesses are the backbone of the Scottish economy, and this is no different in Renfrewshire⁵. Business start-ups and survivals have been increasing, and we want Renfrewshire to be an attractive and competitive place for business owners.

Renfrewshire is more skilled than the Scottish average, with significant increases over the last ten years⁶. As a partnership, we need to respond to our growing sectors, such as construction, digital, engineering, digital health, care and childcare, in order to make sure they have the workforce they need. We will make sure that people in Renfrewshire are equipped with the skills they need to access the economic opportunities we have, and that we work as a partnership to create clear pathways to work. It's likely that in the future, people will have more different jobs and careers over their lifetime; this means that we will need an increased focus on learning throughout life, and supporting adults to learn and develop new skills for our new and emerging industries. This also gives us an opportunity to redress inequalities that exist in some sectors of our industry, for example, attracting more women and girls to work in Science Technology Engineering Maths (sometimes known as STEM), and narrowing pay gaps for women, disabled and black and minority ethnic people.

Growing our working age population is a key driver to improving our local economy, we need to attract new people to work, live and settle here, but also incentivise our young people and student population to stay here too. In order to do this, we need to make sure that we have the infrastructure in place to support this, such as the right types of housing, good schools and transport links.

The housing market is showing real signs of recovery, with house sales rising along with private sector starts and completions. The rise in the private rented sector presents a number of issues around both affordability and quality, with particular challenges around the regulation and enforcement of private rented sector tenancies. There is a need for new housing supply across a range of tenures, and across all price brackets, including affordable housing.

⁴ Unemployment in Renfrewshire is 5.2%, falling from a high of 9.9% in 2011. The number of jobs in Renfrewshire increased from 74,000 in 2014, to 83,000 in 2015.

⁵ A total of approximately 4000 VAT registered/active businesses are operating in Renfrewshire

⁶ It's expected that most of the jobs to be created in the west of Scotland up to 2024 will be need people with higher levels of qualifications. Renfrewshire is above the Scottish average in skills and the number of people qualified at National Vocational Qualification Level 4 increased in 10 years here from 28.4% to 42.7%.

Partner facts:

- Renfrewshire Chamber of Commerce is the main business organisation in the area, helping over 580 businesses to grow and prosper
- In 2016/17, Skills Development Scotland delivered career information, advice and guidance for 8,135 people.

People's hopes for Renfrewshire:

- "A positive, distinct identity for Renfrewshire"
- "Preserving what is there and can never be built again in stone and with great craftsmanship"
- "People given purpose with jobs that pay a living wage"

Key documents:

- Economy Data Profile
- Skills Development Scotland Regional Profile
- Renfrewshire Strategic Economic Framework 2016-2018
- Neighbourhoods Data Profile
- Renfrewshire Local Housing Strategy
- Renfrewshire Local Development Plan
- Renfrewshire Local Transport Strategy

Our Renfrewshire is well: Supporting the wellness and resilience of our citizens and communities

Our priorities

- Promoting wellbeing and good mental health, particularly in our young people
- Promoting healthy lifestyles that support both physical and mental health
- Tackling isolation and loneliness, by connecting people to their communities, and to services
- Enable people to live healthier, for longer, by supporting our older population to stay active
- Developing strong community-based services that respond to local need
- Enabling communities to have their voice heard, and influence the places and services that affect them

We want people in Renfrewshire to feel well, both physically and mentally. Although most people in Renfrewshire consider themselves to be in good health⁷, there are significant health inequalities that still exist in our area⁸.

In particular, mental health is a rising priority across Renfrewshire⁹. Good mental wellbeing means that people feel confident and have positive self-esteem, are able to build and maintain good relationships with others, can live and work productively and are able to cope and adapt in times of change and uncertainty.

Case Study: Youth mental health commission

Mental health was voted a top priority by Renfrewshire's young people at the Youth Assembly, with stress, relationships and social media all identified by young people as areas that can affect mental health. In 2016, a Youth Commission was set up to work collectively on changing perceptions and attitudes towards mental health. Once the commission have collected their evidence, they will then make a set of recommendations to those who work with young people on how they should be supported. As a partnership, we look forward to hearing the recommendations of the Commission and are committed to responding to what the young people have to say.

Supporting physical and mental wellbeing across the partnership is an important way of preventing people from developing more serious issues later on. We remain committed to health improvement by promoting behaviours we know can make a difference to people's wellbeing, such as being active, eating a healthy diet and stopping smoking. Where possible, we want to support people to make healthy choices and manage any health conditions they have independently. Where we are delivering services to people, we think that by taking a person-centred approach, and working with people as individuals rather than just looking at their condition, we will be better able to meet their needs. This

⁷ 81% of people in Renfrewshire consider themselves to be in good or very good health.

⁸ Around one in three of our people live in areas that have poorer health than the Scottish average.

⁹ 19% of people in Renfrewshire are being prescribed drugs for anxiety, depression or psychosis. This is significantly higher in more deprived communities, at 24% in Johnstone North West and Linwood South

is all an important part of reducing unscheduled care, such as people needing to attend Accident and Emergency.

Quality of life and wellbeing can be adversely affected by external factors too, such as worrying about money. The rising cost of living, stagnant wages and changes to benefits mean that many people are struggling to make ends meet, and in some cases people face choices between heating and eating. We recognise the real and immediate negative impact this has on people's wellbeing, physical and mental health. While poverty isn't the cause of ill health or health behaviours, these are strongly socially patterned and can also leave a lasting health impact on our poorer communities. For example, Renfrewshire has a well-documented life expectancy gap, with almost 15 years difference between our most and least affluent communities.

As people are living longer, our population is ageing. In particular, the number of people living over 75 is projected to sharply increase over the next 20 years. This means there will be more people needing care, and more people with more complex care needs. The number of available carers will be under increasing pressure, and the number of older carers will also increase. Dementia is also expected to rise by 40% by 2035, as the population ages¹⁰.

Moving forward, we want to shift the balance to improving people's Healthy Life Expectancy, rather than just looking at how long people live. An important part of this will be supporting people to stay active and connected to others as they get older, especially as it is predicted that many older people will be living in single person households.

We recognise the importance of supporting connections within communities, and between communities and public services. Social connections and feeling belonging are central to the wellbeing and resilience of our communities, and Renfrewshire has a strong base of people who volunteer and provide informal support and care for each other.

Communities are also often best-placed to support themselves, or articulate their own needs. It is therefore critical that communities are involved and heard in the design and delivery of public services that affect them. In particular, we recognise the importance of community based services that are based in the places people can access and that meet the communities' needs. There are also some strong examples of community-led activity and development across Renfrewshire, from Community Development Trusts in Renfrew and Linwood, to community led health activity.

Case Study: Community Connectors and Social Prescribing

Social prescribing is about finding solutions to symptoms that patients present to their GPs, other than medical prescriptions. This can be referral to services like exercise classes, financial advice services or befriending. A community-led initiative called "Community Connectors", funded by Renfrewshire Health and Social Care Partnership, is putting the social prescribing idea into action. A link worker helps a patient work out a plan to help improve their circumstances, for example referring to housing colleagues for advice or a Community Health Champion for help to become active. The patient benefits from non-medical interventions that provide a sustainable

¹⁰ By 2035, it is estimated that almost 4,400 older people in Renfrewshire will be experiencing dementia.

improvement in their health, while GPs benefit by being able to focus on the patient's medical needs, rather than social problems. Currently available in four GP surgeries in Renfrewshire, this service is being expanded to another four surgeries.

Partner facts:

- Renfrewshire Health and Social Care Partnership has 29 GP surgeries, 44 community pharmacies, 19 community optometrists, 35 general dental practitioners, and one major acute hospital – the Royal Alexandra Hospital.
- NHS Greater Glasgow and Clyde serves a population of 1.15 million people, and employs around 38,000 staff.
- Renfrewshire Leisure manage many of the community assets and buildings in the area including; town halls, libraries, museums and playing fields.

People's hopes for Renfrewshire:

- "A healthy, well-educated community"
- "Having strong communities and strong self-belief in the town"
- "Something people can feel proud of"

Key documents:

- Health Data Profile
- Renfrewshire HSCP Strategic Plan 2016-19

Our Renfrewshire is fair: Addressing the inequalities which limit life chances

Our priorities

- Ensuring our children get the best possible start in life
- Addressing the poverty related attainment gap, and young people can achieve success after school
- Identifying people's needs early, by sharing information and working together
- Tackling health inequalities and narrowing the gaps in healthy life expectancy
- Reducing drug and alcohol misuse in our communities
- Ensure that people currently facing disadvantage get access to opportunities to improve their health, skills and income

The first years of someone's life have a huge influence on their future. Children's developmental outcomes are affected from before they are born and throughout their childhood. For this reason, our health services in particular have a real focus on key early influences on child health such as smoking, breastfeeding, and maternal and parental stress. Renfrewshire has had a significant focus on early years approaches over the last few years, recognising the importance of a strong start in life.

The increase in provision of free early learning and childcare provision is a significant policy shift which could have a real positive impact for young children and their families. A major partnership effort will be required to realise the benefits from this major change, ranging from making sure the infrastructure is in place, to making sure we have a big enough early learning and childcare workforce trained and ready to deliver the increase in hours.

Case Study: All Children's Study

The All Children's Study that we carried out in 2016 gives us an unprecedented understanding of the needs and experiences of young people in our area. Renfrewshire Council were the first local authority in the UK to repeat the children's wellbeing survey, inviting 11,800 children between 9-16 to respond. We will work with young people and partners to get a richer understanding of this data, and then use it to shape the services that we deliver for young people across the partnership.

Educational attainment has been improving and is in line with other similar areas of the country, but as across Scotland, the attainment gap persists between children from low-income households and their better off peers. Renfrewshire will see significant investment in narrowing the attainment gap through Attainment Challenge and Pupil Equity Fund over the coming years, building on the innovative literacy development approach we have been undertaking in partnership with the University of Strathclyde. We recognise that the responsibility for supporting attainment is much wider than just schools, and that all partners have a role to play in supporting our young people to achieve their potential.

The number of positive destinations for young people in Renfrewshire is also in line with similar areas and although positive destinations for looked after young people have improved, we are still behind average. As a partnership, we need to work together to make sure that we track positive destinations beyond the short-term, and that we work to support young people to achieve positive destinations in

line with their ability and their ambition. There are also groups of young people who are often achieve poorer outcomes, such as care-experienced young people. All Community Planning Partners are now statutory corporate parents for 681 looked after children, so we share both a statutory and ethical responsibility to ensure their success.

We know that young adults today are facing significant barriers on the road to adulthood to independence, whether that is accessing high quality destinations, decent employment opportunities, in-work progression and suitable housing. Evidence suggests that the current generation of young adults are facing a new type of intergenerational inequality generally, which become sharper still for some groups of young people who face additional barriers. These groups of young people, such as young carers, young parents, and disabled, black and minority ethnic young people and LGBT+ young people, often face poorer outcomes as a result. As a partnership, we need to be alive to these differences and disadvantages to ensure a level playing field.

Poor mental health is both a major cause and effect of inequality, and is a rising priority for the partnership. Almost one in five people in Renfrewshire are being prescribed drugs for anxiety, depression or psychosis. In more deprived areas, this rises to one in four alongside higher rates of psychiatric hospitalisation. We know that the experience of poor mental health, while touching every age and demographic, is not evenly distributed. If you are female, a young adult, on low income, living alone or in a large household, your risks of facing mental ill health are higher.

“Demands on policing are growing and increasingly focused towards addressing vulnerability and the consequences of inequalities” Policing 2026, Police Scotland

Partner facts:

- West College Scotland has 21,500 students, and 1 in 5 West Region school leavers come straight to West College Scotland.
- 45% of West College Scotland learning is delivered to students from Scotland’s 20% most deprived communities
- The University of West of Scotland’s Children’s University is focused on raising aspirations of children from an early age and encouraging engagement with a range of activities outside the classroom. While we know that not everybody will go to university, we can support young people to see what opportunities are out there, then they will be more prepared for whatever pathway they choose in the future.

People’s hopes for Renfrewshire:

- “To achieve equality for all, including access”
- “Help people with addictions”
- “Our children have better expectations of life achieved”

Key documents:

- Children and Young People Data Profile
- All Children’s Study
- [Integrated Children’s Services Plan](#)

Our Renfrewshire is safe: Protecting vulnerable people, and working together to manage the risk of harm

Our priorities

- Protecting vulnerable adults and children, ensuring they can live safely and independently
- Tackling domestic abuse and gender based violence
- Managing risk of harm and offending behaviour
- Supporting prison leavers within the community justice arrangements
- Making sure we are ready to respond to major threats and crisis

The crime rate in Renfrewshire has consistently reduced, and is now 3% lower than in 2013/14¹¹. Renfrewshire also continues to have a high rate of detections of crime, seizure of drugs and other goods associated with crimes. Surveys tell us that Renfrewshire is a safe place to live for the great majority of people.

The top four concerns raised by Renfrewshire communities to Police Scotland are: Drug dealing and use, assault and violent crime, housebreaking and other theft and road safety.

Police Scotland has introduced a new Community Policing Model in Renfrewshire in 2017, which has resulted in more community police officers on visible patrol on the streets. Paisley was also awarded Purple Flag status for its evening and night time economy in 2017. Purple Flag is the benchmark for good night time destinations – areas awarded the Purple Flag are recognised for providing a vibrant and diverse mix of dining, entertainment and culture while promoting the safety and wellbeing of visitors and local residents.

Case Study: The Community Safety Hub brings together a range of council teams, health services Scottish Fire and Rescue Service and Police Scotland. The teams work together to intervene early in issues that affect local communities such as anti-social behaviour, crime and fire-raising. Through close working arrangements, such as daily tasking and co-ordinating and joint investment in modern CCTV technology, community safety partners have been successful in reducing the number of crimes and offences in the area, and in putting in place interventions to support vulnerable people and communities.

There are also a number of emerging threats for the police and wider partners to respond to, particularly around the increasing ‘digitalisation’ of daily life, for example, cyber-enabled sexual offences such as child grooming and internet facilitated sexual assaults. Disrupting serious and organised crime also remains an evolving priority, in order to mitigate the threat of drug supply, money laundering and availability of firearms in our communities and to safeguard public assets and resources.

Reducing harm and protecting vulnerable adults and children is a key priority for the Community Planning Partnership generally, but is increasingly a concern for the Police and wider public protection agencies. Working together to identify people who are vulnerable, or in crisis, has been highlighted as an area where we would like to focus as a partnership.

¹¹ Crimes of violence in Renfrewshire have decreased from a baseline of 416 in 2012 to 250 in 2016.

Alcohol and drugs also continue to be a concern, and remain a key driver of ill health, injury, offending behaviour and death. Renfrewshire has high rates of people admitted to hospital because of alcohol and drug use, and alcohol and drugs are a common factor associated with violence, domestic violence and mental ill-health. The growing issue of home drinking has also led to an increase in violence in people's homes, which also affects the home environment of a significant number of children. Both alcohol and drugs are often part of the reason when children are taken into care. As well as the profoundly life-limiting effects for people who misuse alcohol and drugs and their families, these issues also put a significant resource pressure on a wide range of our public services.

Although there has been a reduction in the number of incidents of domestic abuse recorded by the police in Renfrewshire, with a 3% decrease compared to an increase across Scotland between 2013 and 2015, Renfrewshire still has a higher than average incidence of domestic abuse incidents¹², and domestic abuse remains a key priority for Community Planning Partners. We hold partnership MARAC (Multi Agency Risk Assessment Conference) meetings to protect victims and survivors at highest risk of being murdered or seriously harmed. There are indications from our 'All Children's Study' that a high number of young people are experiencing markers of coercive control in their relationships, and it is important that partners consider and respond to these findings.

Reports of hate crime have gone up in Renfrewshire, but it is important to note that as hate crimes are underreported, that this could be considered to be a more accurate picture rather than an increase in hate crimes. A partnership group called "Grey Space" has been set up to monitor community tensions and promote community cohesion across Renfrewshire.

The new Community Justice Outcomes Improvement Plan places outcomes for prison leavers as a key priority, particularly around employability and homelessness. Making sure that prison leavers are able to access a home and a job is a key part of making sure that we reduce the risk of reoffending.

Renfrewshire has a higher rate of fires than the national average, with higher rates of both accidental and deliberate dwelling fires. Deliberate fire setting has increased and is a priority for Scottish Fire and Rescue Service, working closely in partnership with the Council's wardens service and Renfrewshire Community Safety Partnership.

There are also a number of high risk sites in Renfrewshire where the Fire Service and other partners need to be ready to respond to an incident, such as large distilleries, busy retail destinations such as Braehead and transport hubs like Glasgow Airport. We recognise that we are living in unpredictable times, and that major disasters and incidents appear to be happening more often. It's important that we are ready to respond should anything ever happen in Renfrewshire, and that we reassure people that we are prepared.

Partner facts:

- In Renfrewshire and Inverclyde division, the total local police response complement is 679 officers.
- Scottish Fire and Rescue have three community fire stations in Renfrewshire; Paisley, Johnstone and Renfrew.

¹² There were 2,235 incidents of domestic abuse recorded in 2014/15, equating to just over 6 incidents of domestic abuse reported per day in Renfrewshire.

People's hopes for Renfrewshire:

- "Decrease anti-social behaviour in all areas of Renfrewshire"
- "Help kids to get off the streets"

Key documents:

- Safety Data Profile
- Community Justice Needs Assessment and Community Justice Outcomes Improvement Plans
- Scottish Fire and Rescue Service Local Fire and Rescue Plan
- Police 2026 – 10 Year Strategy for Policing in Scotland

A Community Planning Partnership which is sustainable and connected

Our priorities

- Listening and responding to the needs of communities, and partners
- Sharing data and intelligence across the partnership
- Identifying opportunities to share and connect public, private and third sector resources to reduce inequalities
- Supporting people to access the right service at the right time, reducing demand on acute and response services
- Empowering communities to provide sustainable services

Partnership working is mature in Renfrewshire, both between the statutory community planning partners, and across the wider Community Planning Partnership network. All of the community planning partners face significant financial pressures, uncertainty or increases in service demand over the coming years, which will make identifying opportunities to share and connect our resources increasingly important, along with the ability to adapt and adjust our services for the communities we serve.

Case study: Russell Institute co-location for skills and employability hub

The Russell Institute has been a treasured Paisley landmark since it opened as a child welfare clinic in 1927, as a philanthropic gift from local woman Agnes Russell. Following closure in 2011, the Russell Institute has now been reinvented and opened its doors in August 2017 as the new home to 120 Skills Development Scotland and Invest in Renfrewshire employees, offering careers and employability advice to a new generation. Inspired by the passion of Paisley Development Trust to preserve and repurpose this architectural gem, Renfrewshire Council, Scottish Government and Historic Environment Scotland jointly-funded the project, allowing the Russell Institute to continue its 90 years of public service for many years to come.

The UK's exit from the European Union, while still in the early stages of negotiation, has a number of major implications for Renfrewshire as an area – along with implications for Community Planning Partners as organisations. We are already working together as partners to understand and respond to this changing picture, including understanding the economic impacts from changes to tariff and trade, to levels of EU funding received across Renfrewshire. Most importantly, we will continue to assess what 'Brexit' will mean for the EU citizens who have chosen to make Renfrewshire their home, and who remain employees, residents, students, family and friends and are an important and valued part of Renfrewshire.

We understand that many of the most vulnerable people in Renfrewshire are working with lots of different organisations across the partnership. We know that if we share information and intelligence we can support people better, or even prevent people from needing some of our more acute services at all. In particular, the shared frontline resources across the partnership offer a significant opportunity to identify vulnerable people early.

Case study: Fire and NHS working together to deliver alcohol interventions

Alcohol is one of the key factors contributing to house fires and the damage, injuries and death that can result. Scottish Fire and Rescue and the NHS have teamed up to engage with householders to provide messages about safe and responsible drinking that both benefits health and reduces the risk

of fires. In particular, advice on the dangers of smoking or cooking after having consumed alcohol and tips on cutting down on drinking at home are positive interventions that contribute to safer homes. By pooling resources and delivering shared messages and working with housing providers like the Council and Housing Associations, public services are making sure that as many people as possible receive advice that is consistent and promotes safety and better health.

There are new opportunities for communities to use, manage or take ownership of public sector assets and also to participate in the planning and delivery of services through the Community Empowerment Act. Over the last few years, there are over a dozen examples of community groups that have taken over public sector buildings or land in Renfrewshire, and more community groups are now thinking about assets and participation requests. As a partnership, we are committed to supporting this wherever we can.

We're reviewing our community level governance arrangements, which we call Local Area Committees, to make sure that they are well placed to support and amplify the voice and capacity of our communities.

In 2017, Audit Scotland did an audit of Renfrewshire Council. An important part of the audit was reviewing partnership working arrangements in Renfrewshire. Their final report said:

- **"The council is working closely with its partners to improve local outcomes with a clear focus on intervening early to identify and address potential problems"**
- **"The council and its partners have effective arrangements for sharing information to improve how services are provided within the community"**
- **"The council and its partners are good at working with, and involving, communities. This provides a positive base for them to go further and fully implement the provisions of the Community Empowerment Act"**

Partner facts:

- Engage Renfrewshire is our Third Sector Interface, supporting 408 member organisations across the third sector in Renfrewshire

People's hopes for Renfrewshire:

- "More people getting involved in the running of Council decisions"
- "More community spirit with residents organising local events and participating in local issues"
- "Keep working to improve on your previous achievements. We can all do better"

How we will work

Fair

Sustainable

Digital

Involved

Fair

We recognise that in order to achieve equality, it is not enough to treat people the same. In order to tackle the inequalities that exist across Renfrewshire, we need to be alert to where they exist, and able to respond to the differing perspectives and needs of different parts of our communities. This approach to fairness needs to run through the way we plan our services, deliver the actions within the Community Plan, and measure whether we have been successful.

Sustainable

We recognise the need to protect and sustain Renfrewshire's rich and varied natural environment, but also our contribution to national and international environmental sustainability. As a Community Planning Partnership, we have a duty to protect both the environment and the linked health of local people living in our communities, and to deliver our Community Plan in a way which minimises the adverse impact on our natural environment and can take advantage of opportunities to promote sustainability and improve our environment.

Digital

Over the next ten years, digital will become an increasing feature of how people live their lives, and how we work as organisations across all sectors. Digital will play a key role in supporting our economic aspirations, as we maximise the use of technology, develop our digital infrastructure, deliver digital public services and digital skills become central to our workforce. Digital technology can provide the tools, information and services to empower people to live healthier, safer, greener, more connected and prosperous lives, if we can make sure that everyone possible is connected and has the skills to use the technology.

Involved

We also recognise that people are experts in their own lives, and the importance of listening and responding to the needs of communities in Renfrewshire. We want people in Renfrewshire to feel they are able to influence public services around them and contribute to the development of their services, assets and facilities in their local communities. There are already good examples of services co-designed with citizens across Renfrewshire, which we would like to build on across the partnership.

Governance

In 2016, the Community Planning Partnership reviewed its governance arrangements to improve oversight, reduce duplication and better reflect the partnership working arrangements that were in place across Renfrewshire.

The main partnership groups that will drive forward the delivery of the Community Plan are:

- **Economic Leadership Panel** – This is a new group set up to inform Renfrewshire’s Economic Framework, with members across the private and public sector, with a strong focus on Renfrewshire’s business community. It is chaired by the Principal and Chief Executive of West College Scotland.
- **Health and Social Care Strategic Planning Group** – This group is part of the Health and Social Care Partnership’s governance arrangements, and reports directly to the Health and Social Care Integrated Joint Board. It is chaired by the HSCP Chief Officer, and is comprised of partners across various public and third sector organisations with an interest in health and social care.
- **Community Protection Chief Officers Group** – This group brings together the Chief Officers of organisations across Renfrewshire with public protection role. It is chaired by the Chief Executive of Renfrewshire Council. Connected to this, there is also a ‘Member Officer Group’ which brings together elected members and key officers, and has a scrutiny role.
- **Improving Life Chances Board** – This is a new group which will be established to take forward partnership work around life chances and inequalities. It will replace both the Children and Young People’s thematic board, and also the Tackling Poverty Steering Group.
- **Forum for Empowering Communities** – This group continues from the previous governance arrangements, and provides a key link between the Community Planning Partnership, the third sector in Renfrewshire, and our communities. It is chaired by the Chief Executive of Engage Renfrewshire, and is comprised of third sector organisations.

We have introduced a **Community Planning Partnership Executive Group**, chaired by the Chief Executive of Renfrewshire Council and comprised of Chief Executive level officers across the Partnership. In addition, there is also a **Community Planning Partnership Oversight Group** chaired by the Leader of Renfrewshire Council, and comprising conveners of the Council’s policy boards and a member of the Opposition Group.

The groups mentioned above are primarily to set direction, drive the activities of the partnership and provide oversight and scrutiny where necessary. It is the responsibility of these groups to develop the more detailed action plan that will enable us to deliver this plan.

There are many partnership groups operating all across Renfrewshire where partnership working really comes to life. We recognise that it is often these groups which will make the operational links that will deliver the changes for people living in Renfrewshire.

Performance

The detailed indicators and targets that support the community plan will be developed alongside the detailed action plans, in consultation with partners and communities to make sure they are meaningful.

We recognise that we have ambitious and high level aims and in some cases we have not yet fully mapped the route to reach our goals. We have laid our aims and outcomes out to allow for further input from stakeholders and add in activities as it becomes clearer which activities are most effective in reaching the outcomes.

Our Renfrewshire: Locality Plan

Introduction

All community planning partnerships in Scotland are required to develop one or more Locality Plans associated with the area-wide Local Outcome Improvement Plans, to be published by 1 October 2017.

The purpose of the Locality Plan is to demonstrate that the Community Planning Partnership understands local needs and has a plan to improve outcomes for all, but with a focus on reducing inequalities where outcomes are currently poorest.

Renfrewshire Community Planning Partnership is developing comprehensive proposals to work together with all of its communities in order to improve outcomes across the board, but also to reduce inequalities between communities.

The Community Planning Partnership is currently reviewing its community level governance arrangements, to be completed by the end of 2017. Having done this, we can then develop a series of Locality Plans that cover all areas of Renfrewshire that are truly influenced by our communities and are better-integrated into place based planning across the partnership.

An additional strand to the development of Locality Plans will be of the localism agenda currently underway to develop co-production between public services and communities in Renfrewshire. We are also exploring how we can listen to communities of interest to “asks” for Renfrewshire, and how we can respond to their manifestos for change.

Locality Outcome Improvement Plan: Locality Plan

In which areas do outcomes most need improved?

Within the context of our ambition to develop Locality Plans covering all communities in Renfrewshire, our first locality plan will focus on the communities that experience poorest outcomes currently.

Throughout 2017 we have looked at the available data on outcomes and also engaged with our communities about their views on different aspects of communities.

We have looked at the evidence from the Scottish Index of Multiple Deprivation 2016 (SIMD 2016), other information from public services and other partners in Renfrewshire and learning from our community engagement. Taken together, it is clear that the communities with the greatest need and aspiration for improved outcomes are broadly those that live within the 5% most deprived areas in Scotland.

In terms of income and employment, health, education, housing, crime and access to services, a number of small areas showing some of the poorest outcomes in Scotland are located within larger communities in Paisley, Johnstone and Linwood. A combined total of just under 9,000 people in Renfrewshire live in these areas.

When we asked people in Renfrewshire to rate the place they live on fourteen themes using the Place Standard tool, there was a clear link between those people identifying the most room for

improvement and those living in the areas identified by SIMD2016 as having poorer outcomes. People in areas ranked in the lower half of SIMD2016 all identified more themes that need improvement than themes where less improvement is needed, while in the upper half, there was a more positive response.

However, the clearest response was in the areas in Renfrewshire identified in the 5% most deprived areas in Scotland. Of the fourteen Place Standard themes, thirteen were rated as having more room for improvement, rather than less.

The key strength in these communities is that people living there were positive about having a sense of local identity and belonging and feeling that this was the aspect of place that least needs improved. On the other hand, there was a strong feeling that there was room for improvement in the extent to which people feel Influence and Sense of Control. This means that there is opportunity for Renfrewshire Community Planning to build on the sense of community spirit and commitment in our communities, where outcomes are poorest currently and work with these communities to increase both their sense of influence and positive outcomes for residents.

The greatest area of improvement identified was Work and Local Economy, followed by Natural Space, Play and Recreation, Housing and Community, Feeling Safe and Care and Maintenance.

What people told us about their communities using the Place Standard tool confirms the data and research evidence from SIMD2016 and other sources. Lack of income and employment is a key driver of deprivation and is the theme that communities have the greatest aspiration to improve.

Although not geographically connected, Renfrewshire Community Planning Partnership has identified as a community of interest the 9,000 people in Renfrewshire who live within the 5% most deprived areas in Scotland. This community of interest shares common needs and aspirations and will be the focus of the initial phase of locality planning in Renfrewshire.

Focus of the Locality Plan

Renfrewshire Community Planning Partnership will work together with people in our community of interest to improve levels of health, attainment and skills levels, reduced incidence of crime and access to fairly paid employment and a reasonable income.

The locality plan will focus on delivering decisive shifts that improve outcomes generally, but have an additional focus on narrowing inequalities.

Milestones for the Locality Plan are as follows:

Year One (2018)

- Agree detailed one, three and ten year actions and targets.
- Local communities and Renfrewshire Community Planning Partnership develop an agreed action plan to deliver step change in areas experiencing poorest outcomes. Integration of this plan with Local Area Committee action plans.
- Implementation of review of Renfrewshire Local Area Committees including action plans covering all communities in Renfrewshire. Action Plans to incorporate components on participatory budgeting and community asset transfer and participation request activity.
- Local Development Plans (physical planning activity) to be agreed for each area and integrated with Local Area Committee Action Plans.
- Agree contributions to the action plan for communities experiencing poor outcomes, both individually and collectively, with (a) communities (b) public services (c) third sector (d) private sector.

Year Three (2020)

- Evidence that communities experiencing poorest outcomes have benefited from skills, opportunities and community confidence in preparation for the Paisley 2021 cultural programme.
- Evidence that Glasgow Region City Deal projects are benefiting individuals and areas experiencing poorest outcomes.
- Evidence or indication from SIMD2019, other data and Place Standard exercises that there has/ is likely to be positive movement in areas with the poorest outcomes currently.
- Participatory budgeting embedded across action plans and evidence of improved sense of influence and control within communities.

Year Ten (2027)

- Within context of improving employment levels Renfrewshire-wide, income and employment inequalities have narrowed within the areas covered by the Locality Plan.
- Evidence of improved physical and mental health across Renfrewshire, with narrower inequalities between the SIMD2016 5% most deprived areas and other areas in Renfrewshire.
- Evidence of a reduction in crime across Renfrewshire, with narrower inequalities between deprived and other areas.
- Communities report less room for improvement in their area on the fourteen themes of the Place Standard exercise, including an increased sense of influence and control.



To: Council

On: 28 September 2017

Report by: Director of Children's Services

Heading: Annual Report of the Chief Social Work Officer 2016/17

1. Summary

- 1.1. The Chief Social Work Officer provides an annual update report to Council in Autumn each year. The requirement for every local authority in Scotland to appoint a professionally qualified Chief Social Work Officer (CSWO) is set out within Section 3 of the Social Work (Scotland) Act 1968. The particular qualifications are set down in regulations and this is one of a number of statutory requirements which local authorities must comply with. In Renfrewshire Council the role of the Chief Social Work Officer is held by the Director of Children's Services.
- 1.2. The annual reports of all CSWOs are submitted to the Office of the Chief Social Work Officer at the Scottish Government in order that a national overview report can be produced.
- 1.3. The report provides a summary of activity relating to the role of the Chief Social Work Officer during 2016/17.

2. Recommendations

- 2.1 It is recommended that elected members:
 - Note the key activities outlined in this report;
 - Note that the report will be submitted to the Office of the Chief Social Work Officer at the Scottish Government; and
 - Agree that the next update to Council will be presented in Autumn 2018

3. The Chief Social Work Officer

- 3.1 The principal role and purpose of the Social Work service is contained within the Social Work (Scotland) Act 1968, which gave local authorities the responsibility of “promoting social welfare”. The Social Work Service has a statutory duty to provide care and protection to the most vulnerable people across Renfrewshire, often meaning that many of our service users do not engage with us on a voluntary basis. The role of the Chief Social Work Officer (CSWO) is critical in terms of achieving this purpose.
- 3.2 The CSWO is a ‘proper officer’ in relation to the social work function: an officer given particular responsibility on behalf of a local authority, where the law requires the function to be discharged by a specified post holder.
- 3.3 The qualifications of the CSWO are set down in regulations and stipulate that the postholder must be a qualified social worker registered with the Scottish Social Services Council. The CSWO must be able to demonstrate extensive experience of operational and strategic management at a senior level within social work or social care services.
- 3.4 The overall objective of the CSWO is to provide professional advice on the provision of social work services to elected members and officers; advice which assists authorities in understanding many of the complexities which are inherent across social work services. The CSWO should also assist authorities in understanding the key role that social work plays in contributing to the achievement of national and local outcomes, to improving local performance and in terms of the management of corporate risk. The key aspect of this locally has been the provision of an annual report to Council, and these, along with CSWO reports from other local authorities, are now being used nationally to create an overview report.
- 3.5 The scope of the CSWO role covers all social work and social care services, whether provided directly by the local authority, or in partnership with others. Where these services are purchased or commissioned from external providers, the CSWO has responsibility to advise on the specification, quality and standards of services commissioned. The revised guidance notes the role of the CSWO in providing professional advice and guidance to the Integration Joint Board on social work matters which have been delegated to that IJB, and reflects the changed environment in which social work services are now delivered.
- 3.6 The CSWO has a range of other responsibilities relating to the promotion of values and standards and leadership.
- 3.7 Social work services have a statutory duty to provide care and protection to the most vulnerable people across their local authority area. This means that many of service users do not engage with the service on a voluntary basis. Access to the majority of services is assessed on the basis of need, and social work staff work in partnership with individuals, carers, families and

communities to meet this need within the resources available to the service and partner agencies.

4. Local Governance Arrangements

4.1 In 2015/16, new structures for social work services in Renfrewshire were implemented as a result of the integration of adult health and social care. Social work services for adults transferred to the newly established Renfrewshire Health and Social Care Partnership under the management of a Chief Officer. Criminal Justice Social Work and social work services for children and families formed a new directorate – Children’s Services – which also includes all education services provided by Renfrewshire Council.

4.2 Within Renfrewshire Council the Director of Children’s Services acts as Chief Social Work Officer. As well as the responsibilities associated with the directorship, as CSWO he retains professional leadership for adult social care services delivered by the HSCP. The post has a number of general and specific duties, including:

- (i) Providing regular reports to elected members on the key activities and role of the Chief Social Work Officer.
- (ii) Leading for Social Work on the Renfrewshire HSCP Executive Governance Group and the Integration Joint Board
- (iii) Reporting directly to the Education and Children’s Services Policy Board and Renfrewshire Council.
- (iv) Being a member of the Council’s Corporate Management Team and the Chief Officer’s Group and reporting directly to the Chief Executive and senior elected members.
- (v) Representing services and the council more widely, at a local, regional and national level.
- (vi) Chairing the Senior Leadership Team of Children’s Services and the twice-yearly meeting of all social work managers from both Children’s Services and the HSCP.
- (vii) Leads for Social Work on the Chief Officers’ Group
- (viii) Specific Duties
In relation to specific duties associated with the position, the CSWO within Renfrewshire Council acts as:
 - Final point of appeal in relation to Adoption and Fostering decisions
 - Recipient of all Mental Health and Adults with Incapacity Orders
 - Decision maker in relation to Secure Care applications for Children

(ix) Management of Risk

The Chief Social Work Officer is accountable to the Chief Executive, the Corporate Management Team and the Council as part of the Chief Officers' Group which manages public protection risks on a partnership basis. Heads of Service have responsibility for the management of risk within their respective service areas.

5. Activities of the Chief Social Work Officer 2016/17

- 5.1 The report attached as Appendix 1 summarises the key activities of the Director of Children's Services in his capacity as Chief Social Work Officer in Renfrewshire. It does not provide an exhaustive description of the full range of duties and responsibilities undertaken by the Director, but seeks to provide a broad overview of the CSWO role. This report and its appendices will be submitted to the Office of the Chief Social Work Officer to inform a national overview report.
- 5.2 The next report on the activities of the Chief Social Work Officer will be submitted to the Council in Autumn 2018.

6. Overview of activities within social work services

- 6.1 Services continue to experience high demand in a number of areas, which is being managed in a financially prudent manner and during a period of significant structural change for social care and the wider Council. The management of significant levels of risk to vulnerable children and adults continues to be significant for the service and for partner agencies. Many of those pressures are related to deprivation and to high levels of alcohol and drug misuse in Renfrewshire. The service works as part of a multi-agency partnership to co-ordinate the provision of services which aim to protect vulnerable people locally and continues to deliver high-quality services to vulnerable people in Renfrewshire and to innovate and improve through a programme of continuous development and improvement.
- 6.2 The CSWO has a range of statutory duties which are detailed in Appendix 1 to this report; that appendix also includes more detail of demand and provision in those areas.
- 6.3 Statutory functions in respect of children encompass looked after and accommodated children, child protection, work with the Scottish Children's Reporter Administration and work with young people who offend and are subject to secure orders. In recent years, the service, in partnership with others, has developed a strong focus on early intervention and prevention, on the use of evidence-based programmes to support families, on the use of intensive support in complex cases, and on focusing on permanence including looked after and accommodated children who are not able to return to the

care of their parent(s). The impact of this approach is considered in more detail in Appendix 1.

- 6.4 Adult social work and social care services will be part of a joint inspection of Renfrewshire Health and Social Care Partnership in the second half of 2017/19. This will be carried out by the Care Inspectorate and Healthcare Improvement Scotland.
- 6.5 Day to day management of adult social work services is delegated to Renfrewshire Health and Social Care Partnership. The CSWO retains a professional advisory role in relation to these services and continues to have statutory duties within adult social work. The Renfrewshire Adult Protection Committee is responsible for developing, implementing and monitoring the strategic approach to the management of the protection of vulnerable adults in Renfrewshire in terms of the Adult Support & Protection (Scotland) Act 2007. There continues to be increasing demand for work related to the Adults with Incapacity (Scotland) Act 2000. More detail is included in Appendix 1.
- 6.6 The Criminal Justice Service supervises a range of community-based requirements on offenders, provides reports to Courts and the Parole Board, manages the inter-authority Pathways Partnership Project which works with sexual offenders and operates a range of statutory and voluntary services to support female offenders. A number of services which previously operated on a shared basis with neighbouring authorities have now been brought in-house. Multi-agency arrangements are in place to manage high-risk offenders, violent and sexual offenders and to tackle domestic abuse. The service now works as part of Renfrewshire's Community Justice Authority.
- 6.7 More details of the CSWO's governance role are included in Appendix 2 to this report.

Key Priorities in 2017/18

- 6.10 Based on an assessment of internal and external factors the CSWO has identified key priorities for the year ahead:
- Supporting the wider Council to deliver on the priorities set out in the Council Plan
 - Effectively discharging our public protection role and working with partners to ensure that vulnerable children and adults live as safely as possible within local communities
 - Continuing to ensure strong and positive links between Children's Services and Renfrewshire Health and Social Care Partnership.
 - Continuing to deliver high quality services in a period of financial constraint
 - Improving outcomes for children living in Renfrewshire through evidence-based early intervention and preventative programmes and other initiatives which will aim to transform services for children
 - Wider partnership working
 - Tackling inequality in Renfrewshire

Implications of the Report

1. **Financial** – None
2. **HR & Organisational Development** – None
3. **Community Planning** – The report details the progress made by the service to protect vulnerable children and adults, reduce offending behaviour, increase community safety, and promote early intervention, independent living and wider health improvement. It highlights partnership working, details the measures which ensure the workforce is skilled and effective and highlights achievements in relation to support to communities, customer service and consultation.
4. **Legal** - None
5. **Property/Assets** – None
6. **Information Technology** – None
7. **Equality & Human Rights** –
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – None
9. **Procurement** –None
10. **Risk** - Risks related to the management and delivery of social work services are closely monitored and are included within both the Children's Services Risk Register and, where appropriate, the Corporate Risk Register.
11. **Privacy Impact** – None

12. **COSLA Policy Position - None**

List of Background Papers

“The Role of the Chief Social Work Officer – Guidance Issued by Scottish Ministers”
Paper to Education and Children Policy Board, 18 August 2016

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Renfrewshire Council

Annual Report of the Chief Social Work Officer

2016/17

1. Summary of Performance

Social work services continue to face the dual challenges of growing demand for services and continued financial pressures. These challenges are being met in the context of the significant structural change which has taken place since 2015.

Needs-driven early intervention and preventative work is a priority for Renfrewshire Council. During 2016/17, Children's Services undertook their second large scale study of children and young people, garnering survey responses from more than 10,000 young people aged 9-16. This will inform service development and evaluation not only within Children and Families social work but across the wider Renfrewshire Children's Services Partnership. The embedding of improved permanency planning within Children and Families social work is already contributing to a fall in the overall number of looked after children in Renfrewshire.

Service improvements and innovation are key to meeting the demographic challenges faced by the local authority. In Care at Home, a new Out of Hours service has been implemented and tendering is underway for an electronic scheduling system which will enhance the efficiency of the service.

Adult protection and the management of welfare guardianships continue to be a growing area of work for the local authority. Renfrewshire also continues to have areas of significant deprivation and relative poverty, and above average levels of alcohol and drug misuse and this impacts on child protection work and contributes to higher than average rates of looked after children. Despite the challenges, external scrutiny indicates that services in Renfrewshire remain of high quality.

During 2017/18, adult services will be subject to the new model of joint inspection by the Care Inspectorate and Healthcare Improvement Scotland. Criminal justice services are in the first year of new community justice arrangements and will build on already strong partnership arrangements.

2. Partnership Working

The role of CSWO was originally designed to provide professional advice on social work services to elected members and council officers, in order to assist local authorities in understanding the complexities inherent in social work and social care services. The growing incidence of strategic partnerships across the public sector, whether legislated for or developed through good local joint working, adds a level of complexity to the role of Chief Social Work Officer.

In Renfrewshire Council, social work services for children and families and criminal justice social work services are delivered by Children's Services whilst social care

and social work services for adults are delivered by the Health and Social Care Partnership. As such, the CSWO fulfils the role for both the Council and the HSCP. The post is held by Peter MacLeod, who also serves as Director of Children's Services. In Renfrewshire, Children's Services also includes all local authority education services.

As a Director, the CSWO sits on the Council's Corporate Management Team. He reports to elected members principally through the Education and Children Policy Board but also through the Council's other Boards and Committees as required. A quarterly CSWO Governance Group provides a forum for Heads of Service from both Children's Services and the Health and Social Care Partnership to discuss practice issues and policy matters of shared interest. Co-location of both organisations also contributes to strong and positive working relationships.

The CSWO has a key role in relation to local multi-agency public protection arrangements and sits on the Renfrewshire Child Protection Committee, Renfrewshire Adult Protection Committee and Renfrewshire Alcohol and Drugs Partnership.

At a national level, the CSWO has Co-Chair of the National Steering Group on Joint Commissioning and Chair of the Institute for Research and Innovation in Social Services (IRISS). He is also on the board of the Digital Health Institute, Macmillan Cancer Support and Realigning Children's Services.

Service users are also key partners in planning and delivery, and are supported to make their views known in a number of ways. The self-directed support ethos continues to be embedded in care planning, supporting the delivery of more personalised care packages to individuals. Renfrewshire's children and young people can share their views through the Youth Commission, through the Children's Champion's Board, through the use of Viewpoint in the 5 children's houses, and through advocacy services provided by Who Cares Scotland and Barnardo's Hear4U. Adult service users and carers are represented on the HSCP's Strategic Planning Group.

Figure 1 below shows some of the key decision-making groups on which the CSWO sits as the representative of social work professionals.



3. Social Services Delivery Landscape

Renfrewshire Council retains a significant proportion of the local market in social care and social work provision, with 25 registered services including 3 care homes and 5 day centres for older adults, 5 children's houses, 3 centres providing day opportunities for adults with learning disabilities and a Care at Home service.

The standard of these registered services is high, with 80% graded as Very Good or Excellent for Quality of Care and Support, 76% Very Good or Excellent for Quality of Management and Leadership, and 80% Very Good or Excellent for Quality of Staffing. Most services are not routinely assessed on Quality of Environment but of those which were, 71% were Very Good or Excellent.

Case Study: Service User Engagement - The Children's Champions Board

Renfrewshire has one of Scotland's 8 Children's Champions Board and in 2016 was awarded almost a quarter of a million pounds from the Life Changes Trust to develop further.

The purpose of the Board is to enhance the voice of care experienced young people, to allow more meaningful dialogue between these young people and their corporate parents, and as a consequence, give care experienced young people an opportunity to influence policy and practice.

The young people involved have worked with Children's Panel members to provide other care experienced young people and professionals with information about the rights of young people in relation to hearings. Following this, they also worked with the Scottish Children's Reporter Administration (SCRA) to redesign one of their hearing rooms and make it less formal. Young people have had social media training to support engagement with a wider group and have been involved in mentoring.

"Coming to the Champions Board has made me more confident with myself and not afraid to stand up for what I believe." (Care experienced young person, Renfrewshire Champions Board)

"I come along to the Champions Board because we get to put our views across about different issues and that we have our own voices instead of adults speaking for us. Also, we get to play lots of different games and we build trust with one another, it feels like a second family." (Care experienced young person, Renfrewshire Champions Board)

"I come to the Champions Board because I want to make a difference in the care system for other young people coming in. I also like to share my opinions." (Care experienced young person, Renfrewshire Champions Board)

The Champion's Board gives care experienced children and young people access to policy makers and influencers within children's services and provides an opportunity for them to discuss the particular challenges they face and how these can be overcome. This is of considerable benefit not just to the young people involved but to the agencies that support them.

The Renfrewshire local authority area also has a well-developed independent and third sector social care market. This includes more than 20 nursing and residential homes for older people, some specialist day provision run by Alzheimer's Scotland, the Erskine Home and Erskine hospital which offers a range of supports and services, and two secure units (Cora Good Shepherd and Kibble).

There are a number of independent and relatively large care at home providers on the local authority framework and a growing number of smaller providers who are meeting some of the needs identified through the self-directed support process which may not fit with traditional care at home services.

Figure 2: A typical week in service delivery

Local Authority Provision	Independent and Third Sector Provision
23 children and young people living in local authority residential care	17 children and young people living in independent residential schools or homes
131 children and young people living with local authority foster carers	85 children and young people living with externally provided foster carers
102 children and young people placed with kinship carers	1 young person placed in a secure unit
171 care leavers receiving aftercare services	65 adults with a learning disability attending further education
645 adults with learning disabilities making use of day opportunities at 1 of 2 local authority hubs integrated into leisure centres	17 adults with a learning disability in employment
248 adults with severe and profound learning disabilities attending a local authority day centre at least once a week	295 adults with a learning disability leaving in supported accommodation
144 older people living in local authority residential homes	28 adults with a mental health issue and 22 adults with a physical disability or sensory impairment living in supported accommodation
912 older people receiving Care at Home services from the in-house teams	755 older people receiving Care at Home services from independent providers

110 adults with a physical disability attending the Disability Resource Centre
--

538 older people attending a local authority day centre at least once a week
--

68 older people living in extra care housing
--

651 older people living in independent nursing homes and 57 older people living in independent residential homes
--

Social work services in Renfrewshire aim to be responsive to changing needs and demands and to address gaps in provisions or make improvements to existing services.

As part of an ongoing commitment to early intervention and preventative work, Renfrewshire Council is currently developing a close support unit for up to four young people, which is intended to offer a highly intensive service to a small group whose needs cannot be met within mainstream residential provision and who are at risk of secure placement.

One of the Council's partners in the local Children's Services Partnership, Barnardo's, is developing a 'gap housing' project within Paisley which will provide sustainable accommodation for two young people as part of a support package which will help previously accommodated young people move towards independent living.

The Care at Home service is currently tendering for a new electronic scheduling system which will significantly reduce paperwork and improve the efficiency of rota planning, as well as allow for greater real-time monitoring of staff and service users, thus improving safety.

4. Resources

Renfrewshire Council's expenditure on social work in 2016/17 was in the region of £94 million. Services for older people make up the largest share at 42% and services for children and families account for a further 32%. Criminal Justice Social Work services are directly funded by Scottish Government grant.

Delays in the approval of a delegated health budget have prevented the full alignment of financial and strategic planning within the HSCP.

Case Study: Identifying Need through the Children and Young People Wellbeing Study

In 2011, in partnership with the Dartington Social Research Unit, Renfrewshire Children's Services Partnership undertook a large-scale survey of local children and young people, with all those aged 9-17 invited to take part. Over 12,500 responses were received.

The survey identified several areas which partners wanted to focus interventions on: behaviour, emotional wellbeing, social relationships, educational skills and attainment, and physical health. This led to the implementation of a number of evidence-based programmes, including:

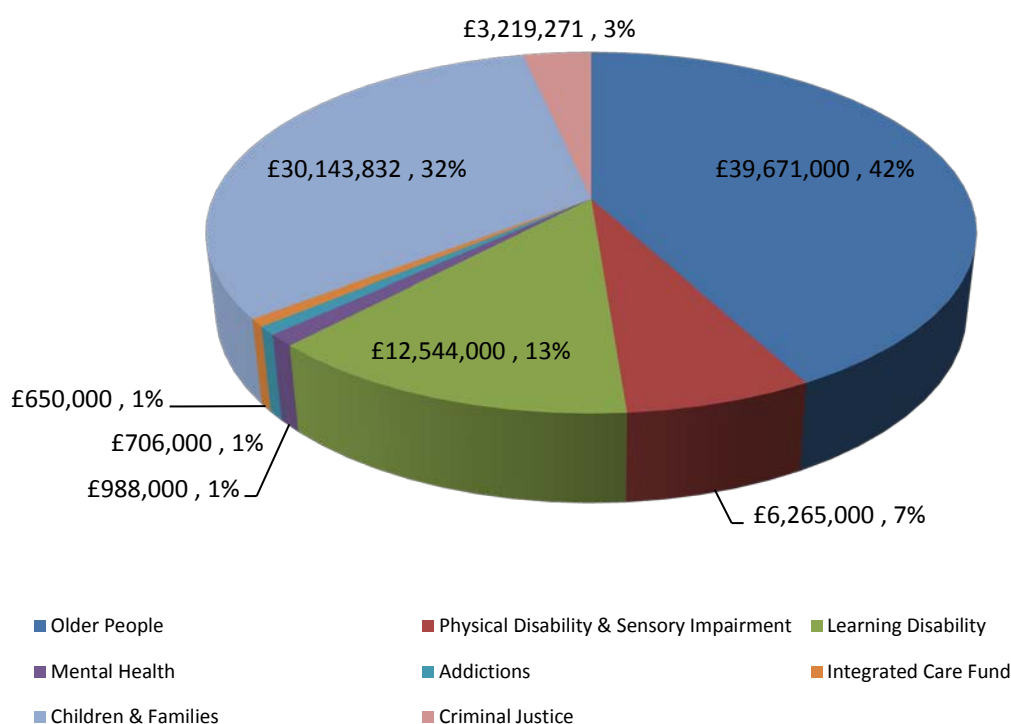
- Triple P (Positive Parenting Programme)
- Family Nurse Partnership
- Incredible Years
- Functional Family Therapy
- Promoting Alternative Thinking Strategies

In 2016, Renfrewshire became the first local authority area to repeat the study, this time targeting 9-16 year olds. The survey was delivered through schools over several weeks in November and December 2016. There were 10,099 responses received; 4375 from primary schools and 5724 from secondary schools.

The 2016 survey was informed by the learning from Renfrewshire's earlier work and from those other local authorities who worked with Dartington. There were some changes to the question set for 2016, including a reflection of the social media environment which was in its infancy during the 2010 study.

The data is now being analysed and key themes identified. These will inform service and partnership plans for 2017/18 and beyond.

Figure 3: Expenditure on social work services, 2016/17



In adult social care, there are significant demand and financial pressures in Care at Home, in Adult Placements and in the Care and Repair service. Renfrewshire's continuing strong performance in relation to minimising delays from hospital has driven demand for community-based services, particularly Care at Home.

Renfrewshire has experienced a 7% reduction in its Criminal Justice Social Work grant as a result of changes to the funding formula. The cumulative effect over the next four years, assuming no change to the formula, is an 18% reduction by 2021. This is likely to have a significant impact on service provision.

The adoption of a Living Wage by Renfrewshire Council in 2012 had implications for all council services, partly due to the need to increase the wages of the lowest-paid staff but also the need then to maintain distinctions between the salaries paid to those undertaking more complex duties, for example. Providers have also sought financial support from the local authority to allow them to implement the Living Wage in line with the council policy which expects all contracted providers to be paying their staff that as a minimum.

Demand pressures continue to generate financial challenges for social work services. These include continuing high numbers of looked after children (which is partly related to levels of deprivation, parental neglect and drug and alcohol misuse); increasing use of community sentences by courts rather than short prison sentences;

the impact of longer life expectancy and a greater proportion of the population being aged 65 and over; the increasing diversity of our communities and the need to provide specialised support to, for example, refugees and unaccompanied asylum seeking children. In common with other Scottish local authorities, Renfrewshire Council is trying to meet growing demand at a time of financial austerity. In its risk management plan, the Council considers financial challenges to be the greatest risk to the ongoing delivery of local services.

Early intervention and preventative work not only supports improved outcomes for the people of Renfrewshire but can also support a sustainable financial position. Examples of local work include the embedding of early permanency planning for looked after children where appropriate; a shift in the balance of care of older people towards community settings which means people go into residential or nursing care much later in life than they might have done in the past; evidence based programmes delivered by the council and partners in order to promote improved parenting; a service for female offenders which provides support with the issues which may have contributed to offending.

5. Service Quality and Performance including delivery of statutory functions

During 2016/17, social work services in Renfrewshire continued to deliver high quality and often innovative services to our communities and families.

Understanding our communities	
We completed our second Children and Young People Wellbeing survey in partnership with the Dartington Social Research Unit. Renfrewshire is the first local authority in Scotland to undertake a second survey. Over 10,000 children and young people responded and the data will be used not only to measure the impact of existing services and supports but to help inform future plans and identify priorities.	We continue to support the participation of children and young people in decision making. We do this through our Children Champion's Board, through the Barnardo's Hear4U advocacy service and through the local work of Who Cares Scotland.
Targeting specific needs	
We have completed a redesign of children's social work services to enable a strong focus on pre- and post-birth services, on kinship care and on our throughcare service.	We have created a specialist team to meet the particular needs and challenges facing our small population of unaccompanied asylum seeking children.

<p>Children's Services has begun work on a close support unit which will house up to 4 young people with high levels of need which would benefit from more individual support. It is hoped that the service will also help divert our young people from secure care.</p>	
<p>Reducing reoffending and focusing on rehabilitation</p>	
<p>The Penal Policy Improvement Programme has contributed to a reduction in the number of women on remand.</p>	<p>We have led on the development of a Community Justice plan for Renfrewshire, which has a strong focus on helping people with convictions address the issues which led to their offending.</p>
<p>Taking a holistic view</p>	
<p>Our new Children's Services Partnership plan reviews progress made during the last three years and sets out a direction of travel for the future. A new plan will be developed which takes into account the wealth of information about needs gathered through the Health and Wellbeing study.</p>	<p>Our innovative Families First programme has been expanded and is now delivered in five communities. An independent evaluation found it has had a positive impact on families and communities. As well as offering advice on household finances and health and wellbeing, the teams provide summer clubs and other practical support.</p>
<p>Working more efficiently</p>	
<p>The Self-Directed Support team have streamlined the budget approval process so that frontline staff can arrange support plans more quickly. The time to approve a budget for a service user has fallen from 16 days in 2014 to 4 days in 2016.</p>	<p>The Care at Home Service is in the process of procuring an electronic scheduling and monitoring system which will make the process of scheduling visits by staff much simpler and much more efficient.</p>
<p>New approaches to care</p>	
<p>Our 5 children's houses have adopted the 'Philosophy of Care' model of care, a trauma-informed approach. Young people report a positive shift in their experience of living in the houses, with a greater emphasis on discussing and resolving problems, and more respectful engagement with staff.</p>	<p>With wider partners, the local authority has invested in training in the 'Safe and Together' approach to working with perpetrators and victims of gender-based violence. One area of focus for the model is working with the perpetrator in order to reduce the risk to children.</p>

current Service Delivery: Statutory Services

The focus on early intervention and strengthened permanency planning is contributing to a steady reduction in the overall number of looked after children in

Renfrewshire. At 31 March 2017, there were 673 LAC in Renfrewshire of whom 269 were looked after and accommodated; this represents a fall of 4% and 10% respectively on the previous year. Of the accommodated placements, 80% are with foster carers and a further 4% are pre-adoptive placements. The Fostering and Adoption team have been very successful in recruiting and retaining local authority foster carers and in securing adoptive placements – 18 adoptions were secured in 2016/17.

Eight young people from Renfrewshire spent some time in a secure placement during 2016/17. Secure orders continue to be used infrequently and intensive intervention and community based support packages are considered a better approach with complex cases. Renfrewshire Council is currently developing its own close-support unit to facilitate much more intensive work with the intention of diverting young people from secure placements.

During 2016/17, 24 children were the subject of a Child Protection Order under Section 57 of the Children (Scotland) Act 1995. This compares to 18 in the previous year. The number of children on the Child Protection Register at any one time varies depending on the circumstances and nature of risk attending to the children and families that are being supported. As at 31 March 2017, there were 111 children on the Child Protection Register, compared with 79 at the end of 2015/16 and 83 at the end of 2014/15; as a snapshot, the number is subject to considerable variation throughout the year.

Adult protection continues to see a high volume of contacts. During 2016/17, 1569 adult welfare concerns and 953 adult protection contacts were received by Renfrewshire Council. In the same period, 90 adult protection investigations were initiated and a total of 125 initial or review case conferences took place. These resulted in 17 individuals being subject of an Adult Support and Protection Plan. Renfrewshire HSCP now has a dedicated Adult Support and Protection Team to deal with the increased workload in this area.

The management of welfare guardianships is another area of increasing volumes. As of 31 March 2017, the Chief Social Work Officer had responsibility for 110 Welfare Guardianships, including 25 new orders granted during 2016/17. Where the CSWO acts as Welfare Guardian, the day to day management of each case is delegated to a 'nominated officer'. These are reviewed regularly by the CSWO with relevant managers.

The local authority also applied for an Intervention Order in 25 cases during 2016/17, up from 9 in 2015/16. These are in addition to the Welfare Guardianships, many of which also include an application for financial guardianship where an independent solicitor is appointed to act as Financial Guardian. The MHO Team Manager now has the authority to act as a Financial Intervener and manages these cases directly.

The local authority also has a duty to supervise all private welfare guardianships, of which there are currently in excess of 450. The management of this activity is a significant challenge for the Authority given the number of private welfare guardianship orders being made.

The Mental Health (Care & Treatment) (Scotland) Act 2003 authorises a range of requirements for individuals with mental disorders, including detention in hospital, authorisation of the administering of particular treatments, and community-based orders which specify where a person lives. These are known as Compulsory Treatment Orders (CTOs); in 2016/17, the MHO team applied for 44 new CTOs. They also dealt with 16 emergency detentions (72 hour detentions for assessment) and 117 short-term detentions (up to 28 days). The service also manages restricted patients.

Case Study: Spinner's Gate – From the Ground to the Plate

The Spinner's Gate Resource Centre in Paisley is the base for several support services for adults with learning disabilities and/or autistic spectrum disorders. Part of the garden area has recently been transformed into an outdoor growing space so that people who attend services at the centre will have the opportunity to grow their own food and learn more about healthy eating, all whilst being more physically active.

Grant funding has enabled the construction of a greenhouse and the employment of a horticulturist for six months to help kick-start the initiative.

The aim of the project is ultimately to improve the self-esteem and self-confidence of participants. Along the way, people taking part in the project will develop skills in growing and cooking, and in teamwork, and learn more about how what we eat can contribute to a healthier lifestyle.

In addition to developing growing skills, the project will also support the development of cookery skills and team working.

The volume of work delivered by the Criminal Justice Social Work service continues to grow, with increasing numbers of Community Payback Orders made each year. During 2016/17 the Criminal Justice Social Work team worked with 475 individuals on 524 Community Payback Orders, including 227 with an unpaid work requirement. The timescales for completion can be challenging for the service, partly as a result of the challenge in finding sufficient suitable work placements. The service also worked with 22 new individuals given Drug Treatment and Testing Orders, while 34 Fiscal

Work Orders commenced. These new orders create additional demand for unpaid work placements. At the end of 2016/17, 82 individuals were on licence in the community, including 15 individuals on a life licence, while there were 44 individuals newly released from custody on licence.

Case Study: Up2U

Up2U is an innovative cognitive behavioural programme designed for people who engage in domestically abusive behaviours. It engages perpetrators through individualised work whilst also supporting victims and promoting positive parenting. The programme was developed in an English local authority and Renfrewshire's Criminal Justice Team recognised the benefits of the programme and redesigned it to fit within a Scottish criminal justice context.

All our Criminal Justice staff have undergone training to deliver the programme on a one-to-one basis and our female staff have also achieved the award in Domestic Abuse Advocacy to enhance their support to high-risk victims of domestic abuse.

Staff are at various stages of work with services users and delivery is very promising which is reflected in the fact there has been an extremely low little attrition rate, which research shows has been hugely problematic in the delivery of previous domestic abuse programmes.

Between July 2016 and February 2017, the team received and screened 68 court report requests where domestic abuse was a feature. Following on from the screening, 26 individuals have community payback orders which include Up2U. The first completions are now taking place and this has provided an opportunity to analyse risk reduction and key outcomes. The feedback from men completing the programme demonstrates its impact:

"It makes you think more about yourself and how you behave. It highlights your failings, I don't mean that in a negative sense, as I now know that I have jealousy and insecurity difficulties and I can now work towards addressing them. I benefitted from the discussion but also feel that the visual learning (flip charts etc) helped me understand and process things better. It is different when you see things written down and are able to make the connections."

"In future relationships, I am going to slow down and build trust. I also saw in the media recently about men controlling their partner's phones, social media. That was who I was; I don't want to be that man anymore."

The Renfrewshire approach was recognised nationally when the team won the SSSC award for Making Research Real in June 2017.

The day to day management of addictions services falls within the purview of the HSCP. Nonetheless, strong joint working remains a key feature of addictions services within Renfrewshire and the impact of substance misuse on children is a continued focus and this is reflected in the range of early intervention and preventative approaches taken in Renfrewshire. At the end of 2016/17, Renfrewshire Drugs Service had 711 open cases whilst the alcohol service had 280 open cases. The specialist RADAR service, which works with children and young people, remains within the Council as part of Children's Services and had 140 open cases at the end of 2016/17.

6. Workforce Planning and Development

In common with other local authorities, the recruitment and retention of a social work and social care workforce remains challenging. In adult services, almost half of the HSCP workforce is aged over 50 and there is competition from staff from other sectors of the economy where the work is seen as less physically and emotionally demanding. An intensive recruitment drive during 2016/17 in the Care at Home service has resulted in 68 new staff joining the service, which should alleviate some of the pressures.

The in-house Social Work Professional Training Service continues to operate across Children's Services and the HSCP and offers a broad range of training and development opportunities for practitioners. Staff also have access to more generic training offered by the Council, including opportunities for management training. The team also delivers multi-agency training in child and adult protection.

From October 2017, all managers and new staff in residential children's services will need a degree-level qualification (SQA Level 9) in a relevant subject to meet registration requirements. This provision extends to all residential childcare workers by October 2019. Existing staff will have five years in which to meet the requirement although new staff will need to be qualified on taking up a post. The service is being supported by the Training team to ensure that the requirements can be met. The Training Service continues to provide support to ensure that Care at Home staff are able to meet the registration requirements which will apply to them from October 2017. A new supervision policy for social workers and senior social workers has been implemented during 2016/17.



To: Council

On: 28 September 2017

Report by: Director of Children's Services

Heading: Education Governance Collaboration to Deliver Excellence and Equity in Education

1. Summary

- 1.1 In June 2017, the Scottish Government published their response to a consultation exercise on educational governance and launched a publication outlining their plans for reform.
- 1.2 The proposals outlined in the publication will potentially result in significant changes to the way in which education services are organised in Scotland. It is anticipated that these changes will have wide ranging consequences for the role of local authorities in the delivery of education to children and young people in their communities. The Scottish Government's commitment to these changes was reiterated in the First Minister's statement to Parliament on 4 September 2017 in relation to the programme for government over the next year.
- 1.3 The main principle of the review is to seek to devolve power from a national level to a regional level and from a local level to a school level. The stated purpose of this shift is to empower schools and teachers to drive improvement at a local level with others in the system sharing responsibility for collaborating to support this improvement. A detailed paper on the planned changes was presented to Council in June 2017.
- 1.4 Legislation will be required in order to enact many of these proposals. A new education bill will be placed before parliament in June 2018. This will place revised duties on local authorities, head teachers and newly formed regional improvement collaboratives.
- 1.5 Many areas of the proposals will require further clarification. It is anticipated that this will emerge over the coming months as the Scottish Government engages with local authorities and professional organisations through further consultation exercises.

Council responses to each of these consultation exercises will be reported to the appropriate policy board for consideration by elected members.

The first of these relates to a consultation on the funding of schools. Renfrewshire Council's response to this was agreed by the Education and Children's Services Policy Board in August 2017.

- 1.6 Renfrewshire Council is one of the partners in the Glasgow City Region, a group of eight local authorities working together to deliver a shared vision, namely to create "a strong, inclusive, competitive and outward-looking economy, sustaining growth and prosperity with every person and business reaching their full potential".
 - 1.7 One of the objectives for the City Region is to create a skills and employment system that meets the current and future needs of Glasgow City Region businesses and supports our residents to access jobs and progression opportunities.
 - 1.8 Glasgow City Regional Cabinet recently considered a proposal to create a 'Glasgow City Region Education Improvement Collaborative' and to appoint a 'Regional Lead Officer' to lead the work of this group. It is further proposed that new governance arrangements involving conveners of Education and Children's Services from the eight constituent local authorities are established to oversee the work of the collaborative. It is proposed that Renfrewshire Council's involvement in the Glasgow City Region Education Improvement Collaborative is subject to approvals being in place for the other local authorities in the City Region also agreeing to participate.
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2. Recommendations

- 2.1. Council is asked to:
 - Note the Scottish Government's renewed commitment to support a regional improvement collaborative model
 - Note the content of this report and that responses to consultation documents related to it will be brought to elected members for consideration and approval.
 - Approve, in principle, Renfrewshire Council's membership of a Glasgow City Region Education Improvement Collaborative
 - Approve the formation of a Glasgow City Region Education Joint Committee of conveners of education (or equivalent) with the authority to oversee the work of the Regional Improvement Collaborative
 - Approve the appointment of the Convener of the Education and Children's Services Policy Board to this Committee
 - Note that it is the intention of any regional collaborative to appoint a 'Regional Lead Officer'
 - Note that further reports will be brought before Council updating on the progress of the establishment of the committee
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3. Background

- 3.1. Between September 2016 and January 2017, the Scottish Government undertook a major consultation exercise on a review of education governance. A full analysis of all consultation responses can be found in the document "Education Governance:

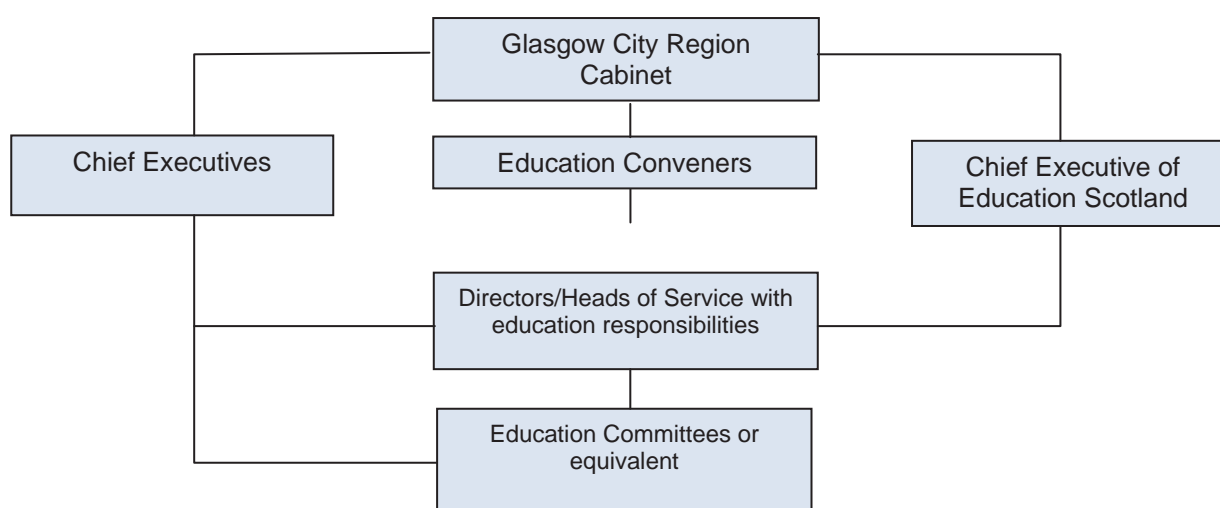
- 3.2. On 15 June, 2017, the Depute First Minister made a statement to the Scottish Parliament to support the publication of the document “Education Governance: Next Steps Empowering Our Teachers, Parents and Communities To Deliver Excellence and Equity For Our Children”. That publication outlines the plans for the reform of educational governance in Scotland. The commitment to regional improvement collaboratives was reiterated in the Scottish Parliament when the First Minister outlined the programme for government for the coming year.
- 3.3. The document highlights many strengths in Scottish education but also states that there is still much to do in order to improve outcomes for our children and young people further.
- 3.4. The proposals outlined in the publication will deliver significant changes to the way in which education services are organised in Scotland. It is anticipated that these changes will have wide ranging consequences for the role of local authorities in the delivery of education to children and young people in their communities.
- 3.5. The main principle of the review is to seek to devolve power from a national level to a regional level and from a local level to a school level. The purpose of this shift is to empower schools and teachers to drive improvement at a local level with others in the system sharing responsibility for collaborating to support improvement. A detailed paper on the proposals was presented to Council in June 2017.
- 3.6. The ‘Next Steps’ document proposes the formation of Regional Improvement Collaboratives which will have responsibility for school performance and improvement. It is proposed that these collaboratives report to Education Scotland while local authorities will provide support services to schools and are led by a regional director appointed by the government and reporting to the Chief Executive at Education Scotland. These Regional Collaboratives would have a responsibility for improvement and performance and take on the role of reporting progress through regional plans under the National Improvement Framework. In order to establish them, there would be new teams of staff focusing on collaboration and school improvement Teams. would be made up of existing Education Scotland officers and staff from local authorities. Further clarity is required as to how these teams will be established and managed.

4. Proposals for Glasgow City Region Education Improvement Collaborative

- 4.1. As part of its response to the governance review, the Scottish Government stated that up to seven Regional Improvement Collaboratives would be established across Scotland, each led by a Regional Director appointed by the Scottish Government and reporting to Education Scotland. The Scottish Government has set out a proposed role for these collaboratives, which will be to:
 - Provide educational improvement support for head teachers, teachers and practitioners using teams drawn from existing staff in Education Scotland, local authorities and others
 - Provide a clear focus across all partners by delivering an annual regional plan (and associated work programme) aligned with the National Improvement Framework

- Facilitate region-wide collaborative working which includes the sharing of best practice, collaborative networks and partnership approaches
- 4.2. Senior officers with responsibility for education in the eight local authorities which comprise the Glasgow City Region have held discussions on how a regional improvement collaborative might work. The City Region has a Cabinet on which all member authorities are represented.
 - 4.3. The eight authorities within the City Region are East Dunbartonshire, East Renfrewshire, Glasgow City, Inverclyde, North Lanarkshire, Renfrewshire, South Lanarkshire, and West Dunbartonshire. Five of these authorities, including Renfrewshire, are Challenge Authorities within the Scottish Attainment Challenge. The establishment of the collaborative arrangements is dependent on the other council members of the City Deal agreeing to participate.
 - 4.4. The area covered by the City Region is home to:
 - 33.6% of Scotland's population
 - 34.5% of Scotland's school population
 - 35.1% of Scotland's secondary school population
 - 55.9% of Scotland's ASL school population
 - 63.2% of Scotland's most deprived communities (SIMD most deprived decile)
 - 4.5. Partners in the City Region have developed a proposal for a Regional Improvement Collaborative which would support the partners to share practice and drive forward continuing improvement in education across the region. This would formalise existing arrangements by which the group of local authorities support one another to drive quality and improvement.
 - 4.6. Under the proposed model, the Education Convener (or equivalent) from each member council will sit on a Joint Committee which would be a sub-group of this Cabinet. This group will set priorities for the year ahead, approve improvement plans and action plans, and receive reports of the progress and impact of plans. The senior manager with responsibility for education in each local authority will also attend meetings.
 - 4.7. The Glasgow City Region Education Joint Committee will be supplemented by an officer group, provisionally referred to as the Glasgow City Region Education Improvement Collaborative. It will be made up of Directors/Heads of Service with responsibility for education in each member authority. This will be the key officer group agreeing priority areas for collaboration, commissioning workstreams and receiving reports from workstream leads.
 - 4.8. Rather than a Regional Director as suggested by the Scottish Government, it is proposed that the Glasgow City Region Education Improvement Collaborative will be led by a Regional Lead Officer, who will be appointed from the group by the Chief Executives in the member authorities. It is intended that this be a fixed term leadership role rather than a substantive post.
 - 4.9. Details of the role of RLO will have to be developed as the Scottish Government's plans take shape. Chief Executives will be asked to agree support for the RLO which fit with existing arrangements within the employing local authority.

- 4.10. The Glasgow City Region Education Improvement Collaborative will report to the Glasgow City Region Education Joint Committee. The Chair of this Committee and the Regional Lead Officer (RLO) will represent this Committee when reporting to the City Region Cabinet. The RLO will report on progress to the Chief Executive of Education Scotland. Each Director/Head of Service will continue to report to each council's Education Committee (or equivalent) and Chief Executive, as appropriate to their local governance arrangements. An illustration of the proposal arrangements are described in the diagram below.



Implications of this report

1. Financial Implications

There are no financial implications at present relating to the creation of a regional improvement collaborative.

2. HR and Organisational Development Implications

There may be implications in this regard and this will be identified as the scope and function of the model is developed.

3. Community Plan/Council Plan Implications

None

4. Legal Implications

None

5. Property/Assets Implications

None

6. Information Technology Implications

None.

7. Equality and Human Rights Implications

The Recommendations contained within this report have been assessed in

relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report because for example it is for noting only. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.

8. Health and Safety Implications

None.

9. Procurement Implications

None

10. Risk Implications

Further clarity will be required once a draft education bill is published in order to identify and quantify appropriate risks for the council.

11. Privacy Impact

None.

12. Cosla Policy Position

The COSLA position is as per the paper to the August meeting of the Children and Young People Policy Board in August 2017. COSLA supports the principle of regional improvement collaboratives operating within a GIRFEC context and the issue of education governance will be considered at the Leaders' meeting in September 2017.

List of Background Papers

- (a) Education Governance: Next Steps. Empowering our Teachers, Parents and Communities to Deliver Excellence and Equity for our Children
- (b) Education Governance: Empowering Teachers, Parents and Communities to Achieve Excellence and Equity in Education, Analysis of Consultation responses
- (c) Education Governance: Fair Funding to Achieve Excellence and Equity in Education. A consultation

The foregoing background papers will be retained within Children's Services for inspection by the public for the prescribed period of four years from the date of the meeting. The contact officer within the service is Gordon McKinlay.

LF/GMcK
15 September 2017

Author: Gordon McKinlay, Head of Schools, tel 0141 618 7194, Gordon.McKinlay@renfrewshire.gov.uk



To: Council

On: 28 September 2017

Report by: Director of Finance and Resources

Heading: Appointments to Boards and Outside Organisations

1. Summary

- 1.1 The Council at its statutory meeting held on 18 May 2017 agreed to establish the Police and Fire & Rescue Scrutiny Sub-committee with its membership, comprising five members, to be drawn from the membership of the Communities, Housing and Planning Policy Board. The political groups have advised that the membership of the Sub-committee will be:

Councillor McGurk, Convener
 Councillor McNaughtan, Depute Convener
 Councillor M MacLaren
 Councillor Montgomery
 Councillor Strang

- 1.2 The Council, also at that meeting, in terms of section 124 of the Local Government (Scotland) Act, agreed to appoint the Church of Scotland and Roman Catholic Church's nominees to the Education & Children's Services Policy Board. The Council also agreed that the third church representative would be the nominee from Paisley Action of Churches Together (PACT), Reverend Graham Currie. Reverend Currie has intimated that PACT has regrettably decided to close and therefore he would no longer be their representative on the Education & Children's Services Policy Board. Accordingly, arrangements will require to be made to secure a replacement nominee. It is proposed that, in the first instance, the Renfrewshire Evangelical Alliance of Churches be asked to make the nomination.
- 1.3 Again at its meeting held on 18 May 2017, when considering its appointments to outside organisations, the Council agreed (i) that the Administration would appoint the member and substitute member to Strathclyde Concessionary Travel Scheme Joint Committee, Councillor McEwan was appointed as the substantive member. The Administration has now confirmed that Councillor Steel will be Councillor McEwan's substitute; and (ii) that the Administration would appoint five representatives and their substitutes to the Renfrewshire Valuation Joint Board, the other three representatives and their substitutes

being from the opposition parties. The substantive Administration members appointed were Councillors J Cameron, Audrey Doig, K MacLaren, M MacLaren and Steel. The Administration has now confirmed that their substitutes are as follows:

Councillor Paterson substitute for Councillor J Cameron
Councillor Campbell substitute for Councillor Audrey Doig
Councillor Hughes substitute for Councillor K MacLaren
Councillor McNaughtan substitute for Councillor M MacLaren
Councillor Adam-McGregor substitute for Councillor Steel

- 1.4 At the meeting of the Council held on 29 June 2017, it was agreed to appointment members to the Children's Champions Board. The political groups and parties were consulted and have advised that their representatives will be Councillors Bibby, J Cameron, Graham, McCartin, Nicolson and Paterson.
- 1.5 Correspondence has been received from CoSLA seeking nominations to its four Policy Boards (formerly Executive Groups). CoSLA has indicated that it is important that every member Council is represented at these meetings. The Boards meet six times annually. The Administration has indicated that Renfrewshire Council's nominees are as detailed below:
 - Health and Social Care Board – Councillor J Cameron
 - Community Wellbeing Board – Councillor McGurk
 - Children and Young People Board – Councillor Paterson
 - Environment and Economy Board – Councillor McNaughtan
- 1.6 Correspondence was received from Glasgow Airport FlightPath Committee relative to the appointment of two Council representatives. The FlightPath Fund provides financial support to charities and community groups in Renfrewshire, Glasgow and East and West Dunbartonshire, and is committed to improving the facilities and services available to local people and to ensure the communities surrounding the airport share in its success. The Fund focuses its community investment in a number of areas including education, the environment and employment. Members usually live under or near the take off/landing areas. The FlightPath Committee has advised that Councillor Nicolson, who has been a member since 2010, will continue to be a member. The Committee has further advised that Councillor Binks, who had also previously been a member of the Committee, has been invited to be the other Council representative.

2 Recommendations

- 2.1 That the membership of the Police and Fire & Rescue Scrutiny Subcommittee being Councillors McGurk, McNaughtan, M MacLaren, Montgomery and Strang be noted;
- 2.2 That it be noted that PACT has closed; that Reverend Graham Clark has resigned from the Education & Children's Services Policy Board and that, in the first instance, it be agreed to seek a replacement nominee from Renfrewshire Evangelical Alliance of Churches.
- 2.3 That Councillor Steel be appointed as substitute representative to the Strathclyde Concessionary Travel Scheme Joint Committee;

- 2.4 That Councillors Paterson, Campbell, Hughes, McNaughtan and Adam-McGregor be appointed as substitute representatives respectively for Councillors' J Cameron, Audrey Doig, K MacLaren, M MacLaren and Steel to the Renfrewshire Valuation Joint Board;
 - 2.5 That the appointment of Councillors Bibby, J Cameron, Graham, McCartin, Nicolson, and Paterson to the Children's Champion Board be noted;
 - 2.6 That the Council agrees its nominees to each of CoSLA's four Policy Boards as follows: Health and Social Care Board, Councillor J Cameron; Community Wellbeing Board, Councillor McGurk; Children and Young People Board, Councillor Paterson; and Environment and Economy Board, Councillor McNaughtan; and
 - 2.7 That it be noted that Councillors Nicolson and Binks have been invited to be the Council's representatives on the FlightPath Committee.
-

Implications of this report

1. **Financial Implications** – none
2. **HR and Organisational Development Implications** – none
3. **Community Plan/Council Plan Implications** – none
4. **Legal Implications** – none
5. **Property/Assets Implications** – none
6. **Information Technology Implications** – none
7. **Equality and Human Rights Implications**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** – none
9. **Procurement Implications** – none
10. **Risk Implications** – none
11. **Privacy Impact** – none
12. **CoSLA Policy Position** – see paragraph 1.1

List of Background Papers – Correspondence from CoSLA and FlightPath Committee and e-mails from Councillors Nicolson, Devine and J MacLaren; e-mail from Reverend Graham Currie.

Author: Lilian Belshaw, Democratic Services Manager, 0141 618 7112



To: Council

On: 28 September 2017

Report by: Director of Finance and Resources

Heading: Timetable of Meetings

1. Summary

- 1.1. At the statutory meeting held on 18 May 2017 the Council approved its decision making structure and agreed dates of meetings to December 2017.
 - 1.2. To assist members' diaries, a proposed timetable, as appended to this report, for meetings of the Council and its Boards, has been drawn up from January 2018 until June 2019, on the basis of the current governance arrangements.
 - 1.3. As usual the following recess periods have been incorporated:
 - Summer – 7 weeks to accommodate the Paisley Fair
 - October – 2 weeks
 - Christmas/New Year – 2 weeks
 - Spring – 2 weeks
 - 1.4. As previously, meetings of the Appeals Board and Local Review Body have been timetabled. However, it may be that these meetings are not required and will be cancelled in consultation with the respective convener.
 - 1.5. There is an additional meeting of the Audit, Risk and Scrutiny Board on 25 September 2018 to allow the Board to consider the Council's Audited Annual Accounts.
-

2. Recommendations

- 2.1 That the Council determines the timetable of meetings of the Council and its Boards to June 2019, including the dates during which there are to be recesses, as detailed in the appendix to this report;

- 2.2 That it be agreed that meetings of the Appeals Board and Local Review Body, although be timetabled, be cancelled in consultation with the respective convener, if there is no substantive business.

Implications of this report

1. **Financial Implications** – none
2. **HR and Organisational Development Implications** – none
3. **Community Plan/Council Plan Implications** – none
4. **Legal Implications** – none
5. **Property/Assets Implications** – none
6. **Information Technology Implications** – none
7. **Equality and Human Rights Implications**
 - (a) The Recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health and Safety Implications** – none
9. **Procurement Implications** – none
10. **Risk Implications** – none
11. **Privacy Impact** – none
12. **CoSLA Policy Position** – n/a

List of Background Papers – none

Author: Lilian Belshaw, Democratic Services Manager, 0141 618 7112

January 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 Public Holiday	2 Public Holiday	3 Public Holiday	4	5	6
7	8	9	10	11	12	13
14 1/3	15	16 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	17 - 10am: Regulatory Functions	18 - 1pm: Education & Children's Services	19	20
21 2/3	22 - 10am: Audit, Risk & Scrutiny	23	24 - 1pm: Infrastructure, Land & Environment	25 - 9.30am: Appeals	26	27
28 3/3	29 - 10 am: Petitions	30 - 2pm: Local Review Body	31 - 2pm: Finance, Resources & Customer Services			
February 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 - 10am Regulatory Functions	2	3
4 4/3	5	6 - 2pm: JNC	7	8	9	10
11 5/3	12	13	14	15	16	17
18 6/3	19	20	21 - 1pm Leadership	22	23	24
25 7/3	26	27	28			
March 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 - 9.30 pm Council	2	3
4	5	6	7	8	9	10
11 1/4	12	13 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	14 - 10am: Regulatory Functions	15 - 1pm: Education & Children's Services	16	17
18 2/4	19 - 10am: Audit, Risk & Scrutiny	20 - 2pm: JNC	21 - 1pm: Infrastructure, Land & Environment	22 - 9.30am: Appeals	23	24
25 3/4	26 - 10am: petitions	27 - 2pm: Local Review Body	28 - 2pm: Finance, Resources & Customer Services	29 - 10am: Regulatory Functions	30	31
April 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
1	2 Public Holiday	3 recess	4 recess	5 recess	6 recess	7
8	9 recess	10 recess	11 recess	12 recess	13 recess	14
15 4/4	16	17	18	19	20	21
22 5/4	23	24 - 2pm: JNC	25 - 1pm: Leadership	26	27	28
29 6/4	30					
May 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6	7 public holiday	8	9	3 - 9.30 am: Council	4	5
13	14	15	16	17	18	19

20 1/5	21	22 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	23 - 10am: Regulatory Functions	24 - 1pm: Education & Children's Services	25	26
27 2/5	28 public holiday	29 - 10am: Audit, Risk & Scrutiny Planning	30 - 11am: Investment Review 1pm: Infrastructure, Land & Environment	31 - 9.30am: Appeals		
June 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2
3 3/5	4 - 10 am: petitions	5 - 2pm: Local Review Body	6 - 2pm: Finance, Resources & Customer Services	7 - 10am: Regulatory Functions	8	9
10 4/5	11	12 - 2pm: JNC	13 - 11am: Investment Review Board	14	15	16
17 5/5	18	19	20 - 1pm: Leadership	21	22	23
24 6/5	25	26	27	28 - 9.30 am: Council	29	30
July 2018 – recess						
August 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 recess	2 recess	3 recess	4
5	6 Public Holiday	7 recess	8 recess	9 recess	10 recess	11
12	13 recess	14 recess	15 recess	16 recess	17 recess	18
19 1/1	20	21 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	22 - 10am: Regulatory Functions	23 - 1pm: Education & Children's Services	24	25
26 2/1	27 - 10am: Audit, Risk & Scrutiny	28	29 - 1pm: Infrastructure, Land & Environment	30 - 9.30am: Appeals	31	
September 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2 3/1	3 - 10am: petitions	4 - 2pm: JNC	5 - 2pm: Finance, Resources & Customer Services	6 - 10am: Regulatory Functions	7	8
9 4/1	10	11- 2pm: Local Review Body	12	13	14	15
16 5/1	17	18	19 - 1pm: Leadership	20	21 Public Holiday	22
23 6/1	24 Public Holiday	25 - 10am: Audit, Risk & Scrutiny	26	27 - 9.30am: Council	28	29
30						
October 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1	2	3	4	5	6
7	8 recess	9 recess	10 recess	11 recess	12 recess	13
14	15 recess	16 recess	17 recess	18 recess	19 recess	20
21	22	23	24	25	26	27
28 1/2	29	30 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	31 - 10am: Regulatory Functions			

November 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
				1 - 1pm: Education & Children's Services	2	3
4 2/2	5 - 10am: Audit, Risk & Scrutiny	6	7 - 1pm: Infrastructure, Land & Environment	8 - 9.30am: Appeals	9	10
11 3/2	12 - 10 am: Petitions	13 - 2pm: JNC	14 - 2pm: Finance, Resources & Customer Services	15 - 10am: Regulatory Functions	16	17
18 4/2	19	20 - 2pm: Local Review Body	21 - 11am: Investment Review Board	22	23	24
25 5/2	26	27	28	29	30	
December 2018						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2 6/2	3	4	5 1pm Leadership	6	7	8
9 7/2	10	11	12	13 - 9.30am: Council	14	15
16	17	18	19	20	21	22
23	24 recess	25 Public Holiday	26 Public Holiday	27 recess	28 recess	29
30	31 recess					
January 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
6	7	8	9	10	11	12
13 1/3	14	15 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	16 - 10am Regulatory Functions	17 - 1pm: Education & Children's Services	18	19
20 2/3	21 - 10am: Audit, Risk & Scrutiny	22	23 - 1pm: Infrastructure, Land & Environment	24 - 9.30am: Appeals	25	26
27 3/3	28 - 10am: petitions	29 - 2pm: Local Review Body	30 - 2pm: Finance, Resources & Customer Services	31 - 10am: Regulatory Functions		
February 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
3 4/3	4	5 - 2pm: JNC	6	7	8	9
10 5/3	11	12	13	14	15	16
17 6/3	18	19	20 - 1pm: Leadership	21	22	23
24 7/3	25	26	27	28 - 9.30am: Council		
March 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
					1	2

3	4	5	6	7	8	9
10 3/4	11	12 - 1pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning 19 - 2pm: JNC	13 - 10am: Regulatory Functions	14 - 1.00pm: Education & Children's Services	8	9
17 2/4	18 - 10am: Audit, Risk & Scrutiny	19 - 2pm: JNC	20 - 1pm: Infrastructure, Land & Environment	21 - 9.30am: Appeals	22	23
24 3/4	25 - 10am: Petitions	26 - 2pm: Local Review Body	27 - 2pm: Finance, Resources & Customer Services	28 - 10am: Regulatory Functions	29	30
31						
April 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
	1 recess	2 recess	3 recess	4 recess	5 recess	6
7	8 recess	9 recess	10 recess	11 recess	12 recess	13
14 4/4	15	16	17	18	19 Public Holiday	20
21 5/4	22 Public Holiday	23 - 2pm: JNC	24	25	26	27
28 6/4	29	30				
May 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
			1 1pm Leadership Board	2	3	4
5 7/4	6 Public Holiday	7	8	9 - 9.30am: Council	10	11
12	13	14 - 2pm: JNC	15	16	17	18
19 1/5	20	2 - 11pm: Police and Fire & Rescue Scrutiny 2pm: Communities, Housing & Planning	22 - 10am: Regulatory Functions	23 - 1pm: Education & Children's Services	24	25
26 2/5	27 Public Holiday	28 - 10am: Audit, Risk & Scrutiny	29 - 1pm: Infrastructure, Land & Environment	30 - 9.30am: Appeals	31	
June 2019						
Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
						1
2 3/5	3 - 10am: Petitions	4 - 2pm: Local Review Body	5 - 2pm: Finance, Resources & Customer Services	6 - 10am: Regulatory Functions	7	8
9 4/5	10	11 - 2pm: JNC	12 - 11am: Investment Review Board	13	14	15
16 5/5	17	18	19 - 1pm: Leadership	20	21	22
23 6/5	24	25	26	27 - 9.30 am: Council	28	29
30						